

**ELGAR
LEADERSHIP
CASES**



CASES ON CRITICAL LEADERSHIP SKILLS

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34. What I learned from Frances Hesselbein: work is love made visible

Sarah McArthur

For many years I was the chief operating officer of thought leader, executive coach, and best-selling author of *What got you here won't get you there* Marshall Goldsmith's company. Today, I'm editor in chief of the multi-award-winning leadership journal *Leader to Leader*, founded by Frances Hesselbein, and partner with former CEO of Boeing and Ford Alan Mulally in sharing and teaching his "Working Together" Leadership, Management System, and Culture of Love by Design. Over the years, I've edited and written many books and articles, including *Work is love made visible* with Frances Hesselbein and Marshall Goldsmith, foreword by Alan Mulally.

Putting *Work is love made visible* together was one of the easiest book projects I've ever done, because, just as the title says, it was a labor of love. I always tell people it's just a "big old love letter to Frances."

And, with that brief introduction to me, I am so honored, inspired, and humbled that I have been asked to tell you about my journey with Frances Hesselbein.

BACKGROUND OF FRANCES HESSELBEIN

First, I'll start by introducing Frances, my friend of the heart, battle buddy, and mentor.

Born in South Fork, Pennsylvania, Frances lived more than half of her life in nearby Johnstown, Pennsylvania, where by Frances' own account one will find a community born of "big coal, big steel, and big heart."

Following years of service as a Girl Scout troop leader and United Way volunteer, Frances accepted her first paid job in 1970, the directing regional Girl Scout Council in Western Pennsylvania. Six years later she was invited to New York City to interview for the CEO role of the declining organization.

With nothing to lose, she told the hiring committee that the Girl Scouts needed to change if they wanted to remain relevant. She described her vision to transform the organization to meet the demands of the 21st century. To her surprise, she got the job, a position no internal candidate had ever held in over

50 years. And 13 years later, with Frances Hesselbein leading, the Girl Scouts became a mission-focused, values-based, demographics-driven organization leading the ultimate knowledge worker, the volunteer.

As CEO of the Girl Scouts from 1976–1990, her principles-based servant-leadership led to reversing the sharp decline in membership by adding over a quarter million new members and 130,000 adult volunteers, a tripling of the minority membership, and growing the world's largest organization of girls and women by more than 500,000, to 2.3 million Girls Scouts. Her initiatives during those 14 years not only created a future-facing organization, but also increased leadership capacity of society immeasurably; initiatives such as implementing a new series of handbooks ensuring all types of girls were represented and introducing new badges for topics of growing importance including STEM, leadership, and physical fitness, and instituting a professional leader development program designed by Harvard Business School.

Frances' leadership prompted founding father of modern management, Peter Drucker, to declare her "the best leader in America," and, in 1990, she was the first woman and the first non-profit leader to be featured on the cover of *BusinessWeek* magazine. That same year, she stepped down from the Girl Scouts, and became founding president and CEO of the Peter F. Drucker Foundation for Non-profit Management, which in 2011 became the Frances Hesselbein Leadership Institute. The Hesselbein Institute's mission was to strengthen and inspire the leadership of the social sector and their partners in business and government by connecting the public, private, and social sectors with curated resources and relationships to serve, evolve, and lead together.

In 1996, she founded the award-winning quarterly leadership journal *Leader to Leader*. And, in 1998, President Clinton awarded her the Presidential Medal of Freedom, the highest honor a civilian can receive in the United States, for her leadership as CEO of the Girl Scouts of the USA and for her service as "a pioneer for women, volunteerism, diversity, and opportunity."

Frances was born in 1915 when Woodrow Wilson served as our 28th president. She passed away on December 11, 2022, and at that time had seen and experienced the flux, changes, and leadership of 18 United States presidents. She was 107 years old. Some people are amazed at this. That she was witness to, much less leading us through, the many changes that have happened in our world in the last 100 years.

The fact that she was still serving as Chairman of The Frances Hesselbein Leadership Forum and as co-editor in chief with me of *Leader to Leader* into the final days of her long and well-lived life is incomprehensible to many. Frances would respond to this amazement that the number of years is not important, it's what you do in those years that counts.

on Frances, study my subject, talk with others to get help and ideas, create an outline, and then sit down and write.

THE LESSONS I LEARNED FROM FRANCES HESSELBEIN

Lesson One – “We Will Get Through This Together”

So, with that I’ll start with one of the great learnings for me from Frances, which was in March 2020 when the global pandemic struck, and the world was in such dire straits.

I called Frances up at her apartment in New York City, and asked her, “How will we get through this?”

She said simply, “We will get through this together.”

And that’s it. This is our solution for every challenge and opportunity we face.

A little more about Frances that I can’t help but share with you. Frances was a mentor to many senior Army leaders whom she met during a Gettysburg field trip for private sector leaders in 1996.

Gen. Dennis Reimer (USMA ’62), 33rd Chief of Staff of the Army, said “Hesselbein was invaluable in helping us to understand the key considerations associated with the change the Army was experiencing at the end of the Cold War. She became one of the Army’s greatest ‘ambassadors’ traveling to posts and installations across the globe, inspiring soldiers and family members of all ranks and ages with a message of hope for the future.”

Gen. Eric Shinseki (USMA ’65) acknowledged “her insights were invaluable and so impressive that she became a personal touchstone for much of my own work in leader development and generalship during my tenure as Army Chief of Staff.”

In 2006, the Military Child Education Coalition (MCEC) established the Frances Hesselbein Student Leadership Program (FHSLP) at US Military Academy and US Air Force Academy, an annual, intensive week-long opportunity for high school students. MCEC has subsequently trained and developed hundreds of military-connected student leaders over its 16-year history.

In 2009, West Point invited her to serve as its Class of 1951 Chair for the Study of Leadership; she was the first woman and the Military Academy’s first non-graduate to serve in this role. She was advisor to leaders across the sectors around the globe. And she was the author of two memoirs, the editor of 27 books translated into 29 languages, and the recipient of 23 honorary doctoral degrees.

Near the end of her life a new nurse came for a house call. He introduced himself, did his routine check, and when he was done, he said, “Mrs.

Hesselbein, I just have to tell you that I heard about you from the other staff and so I looked you up on the internet. You are amazing, you have done so much.” He rattled off many of her accomplishments and then said, “You have pretty much changed the fabric of leadership in the United States, if not the world!”

She looked up at him and with a knowing twinkle in her eye, said, “I’ve been busy.”

In 1999 Peter Drucker, the founding father of modern management, proclaimed Frances Hesselbein the best CEO in America. He stated that she could manage any company in America.

Frances and Peter met in 1980. A devoted student of Peter Drucker’s, Frances gave everyone at the Girl Scouts a copy of *The effective executive* and read every one of his works, applying his teachings in her work at the Girl Scouts and later at the Peter F. Drucker Foundation for Non-Profit Management which they created together in 1990.

Their partnership and the work they did together and in support of each other continues to have huge impact on global leadership and management as we navigate the age of the knowledge worker, where people know more about the jobs than the leader does and the leader’s success is as reliant, if not more so, on who they are as on what they do.

All of these achievements are inspiring in their own right, however *who* Frances was as a leader and a friend of the heart in all of these positions is the real achievement.

Lesson Two – “Leadership is a Matter of How to Be Not How to Do. It is the Quality and Character of the Leader that Determines the Performance and Results”

Which leads to the second lesson I want to share with you that I learned from Frances: “Leadership is a matter of how to be, not how to do. It is the quality and character of the leader that determines the performance and results.”

In other words, leadership starts with who you are. Who you are determines what you focus on, what you might accomplish, and the legacy you will leave.

Leadership is a matter of how to be, not how to do was Frances’ *personal* definition of leadership. She suggested that each of us develop our own personal definition of leadership, which is helpful not only to the person doing the defining, but also to those around you.

There is a subtlety in Frances’ definition that can be missed. Frances didn’t say that “Be” meant morally “good,” principles-based, or focused on service. We assume this because we know who she was. The next sentence she wrote is that it is the quality and character of the leader that determines the performance and results, and it is critical.

What it means is that for instance if we are I-centric (self-serving), our performance and results will be individualized and divided. And if we are we-centric (all-serving), our performance and results will be united and for the good of all.

Lesson Three – “Respect for All People”

Frances and I began our journey together with an introduction by author and executive coach Marshall Goldsmith. I was so intrigued and enamored by her that I asked her to contribute to one of my books. She did, and it is the first and only article about leadership that has ever made me cry.

It was about “respect for all people,” which is Lesson 3.

In her article, Frances told the story of the Two Vases, and it goes like this.

Long ago, when I was eight years old, I was visiting my grandparents in South Fork, Pennsylvania, a small coal mining and railroad town. My grandfather had a men’s clothing store, was justice of the peace, and played the pipe organ in the Methodist Church every Sunday.

I adored my grandparents and spent every weekend with Mama and Papa Wicks. They had seven children, so they needed a big house – and it seemed only logical to them to build into their house a pipe organ in a music room with a sixteen-foot ceiling.

That room, with stained glass windows that caught the sunlight, was my favorite place. On the shelf above the pipe organ keyboard were two beautiful old Chinese vases. I would try to coax my grandmother into letting me play with them and she always said no.

Finally, on one Saturday visit, when I was eight years old, feeling very assertive, I stamped my foot at my grandmother and demanded that I be allowed to play with the vases.

Instead of scolding me, my grandmother led me over to a small love seat facing the pipe organ, put her arms around me, and told me this story.

“Long ago, Frances, when your mother was eight years old, some days she and her little sisters would come home from school crying that the bad boys were chasing Mr. Yee and calling him bad names.

“Now in our little town was a Chinese laundry man, who lived alone in his small laundry. Each week he picked up your grandfather’s shirts and brought them back in a few days, washed, starched, ironed perfectly. Mr. Yee wore traditional Chinese dress – a long tunic, a cap with his hair in a queue. The boys would tease him, calling him many derogatory Chinese slurs and other unkind names and they would try to pull his queue.

“One day there was a knock on the kitchen door. When I opened it, there stood Mr. Yee, with a large package in his arms. I said, ‘Oh, Mr. Yee, please come in. Won’t you sit down?’

“But Mr. Yee just stood there and handed me the package, saying, ‘This is for you.’ I opened the package and in it were two beautiful old Chinese vases. I said, ‘Mr. Yee – these are too valuable. I couldn’t accept them.’ He said, ‘I want you to have them.’ I asked why. He told me, ‘Mrs. Wicks, I have been in this town for ten

years and you are the only one who ever called me Mr. Yee. And now I am going back home. They won't let me bring my wife and children here and I miss them too much, so I am going back to China. The vases are all I brought with me. I want you to have them.' Sadly, I took the vases and told him, 'I will hold these vases for you until you return with your family.' And with that, with tears in his eyes, he said goodbye."

Frances often told people how she cried her heart out in her grandmother's arms when she heard that story, and how the story of Mr. Yee and his vases was the defining moment in her life. That was when she learned respect for all people. And it would shape her life with passion for diversity, for inclusion.

When I read Frances' article it was a defining moment in my life. Finally, I had met a leader whose principles, values, compassion, and empathy were like mine and whose performance and results were so positive.

When I looked at Frances, I could see myself in who she was and how she did it, and from that day I was fully committed to learn from her as much as I could, however I could.

Lesson Four – “For the Great Achiever It is All About Me; for the Great Leader It is All About Them”

A little time later, I reached a fork in the road both personally and professionally. One direction meant continuing on the painful path I was on and trying to make it work. The other direction meant stepping into the unknown. To take that path I knew I had to reach out to Frances and ask for her help, to ask her to mentor me. It was a very tough decision – either direction was scary for me.

With all the courage I could muster, I chose the unknown. I called Frances and asked her to mentor me. She picked up the phone in just two rings, “Hello, this is Frances Hesselbein.”

“Hello Frances, it's Sarah.” She was always gracious and happy to hear from me. “What can I do for you Darling?” she asked.

“I wanted to ask if you would mentor me?” Without a second's hesitation, she said, “I would be honored.” She asked a little about what I was working on and then said, “Send me what you are writing, and we'll talk about it.”

Hanging up, I was overwhelmed with relief and awe, I had taken the first step toward a new beginning and Frances would help. That day, I sent her something I had just written – she reviewed it immediately, sent a little note and some encouragement, and we were off on our journey together.

I remember being amazed that Frances agreed to mentor me without a second's hesitation. Which brings us to Lesson 4, which is best summed up in a quote of former CEO of Boeing and Ford, Alan Mulally, who says that “For

the great achiever it's all about me, and for the great leader it's all about them." Frances made it all about me.

Lesson Five – “Listen First, Speak Last”

When Frances and I were together, she would often say to me this short phrase, “Listen first, speak last.” And, really, the only time I get in trouble is when I forget her advice, so this is Lesson 5.

Listening was one of Frances' greatest leadership gifts. And it is another trait we share. She showed me that to listen is a strength, it is a courtesy and a showing of respect and appreciation for others, and it is half of what we call communication.

It is how we learn what our families, friends, customers, partners, employees, and the people within and outside of our homes, communities, organizations value. And it is a critical tool in working together for the good of all.

When we practice the art of listening, when we listen with total engagement, it brings us to a higher level of understanding and we can reach across the divides, as Frances said, “we can reach beyond the walls.”

How often have you heard someone complain, “I've told them and told them, and they still don't get it!” This predicament can be summed up nicely in another *Francesism*, which is: “Communication isn't saying something, communication is being heard.”

When it's obvious that we're not being heard, it's time to stop, listen to their response, and perhaps deliver our message differently.

Because it is not just about us when we speak. It is not about how good we look, how well we debate, or if we can cut another down to size with our words. The point of speaking in communication is not only that we want to be heard, but that someone else may need to hear what we are saying for their own sake or for the sake of working together for the good of all.

Frances listened to understand and then distilled what she heard into a sentence or phrase, a *Francesism*. She had a way of simplifying the most complicated subjects, and making them easy to remember and fun, which brings us to Lesson 6.

Lesson Six – “You Always Know a Woman by the Name of her Lipstick”

Frances and I would often meet for lunch in New York. I was always so struck when after our lunch she would search through her handbag for her lipstick.

Finally pulling it out of the bottom of her bag, she'd remove the cap, turn to look me straight in the eye and share with me this very important piece of wisdom:

"You always know a woman by the name of her lipstick." Then she would expertly and deliberately apply the lipstick to her lips. No mirror needed.

And, when she finished, she would say to me, "Mine is All Heart," and then she would put her lipstick back in its barrel and plop it back into her purse.

When she shared this with me, I was in awe that everything about her exuded who she was as a leader and a person, even the name of her lipstick. All heart.

"Let me check mine!" Pulling my lipstick out of my bag, I read its name "Relentless Ruby!" We'd laugh. Yes, that suits me to a T. Now, put our lipstick missions together, and what do you get? Love that won't quit!

And it really is true, I have been relentless in my determination to learn from Frances. Many times after that first fork in the road when I decided to pick up the phone and call her and ask her to be my mentor, another fork has appeared. Time and again, I have chosen the unknown path because Frances' mentorship has encouraged me to do so.

In the first years of our friendship, at lunch of course, she put her hand on my arm and said, "You are more than answering the phones." I wasn't at all sure why she said that. I thought, "I do more than answer the phones, I write books, I run a company, I work with publishers, I run meetings and sessions, work with clients, I do this, I do that ..."

And, then years later, COVID-19 hit, and the world stopped. The speaking industry shut down and my job completely changed. Ninety percent of what I had been doing, I wasn't going to be doing for the foreseeable future.

The person I worked with called me up and said, "We're changing your job. We don't need you to do what you were doing anymore. We just need you to answer the phones. For six hours a day, we just want you to sit at your desk and answer the phones. Same pay, different job, your choice. What do you want to do? Answer the phones or leave the company."

I was stunned. I didn't know what to say. And at that moment, I was looking out the window of my office and an image of Frances' face with those big blue eyes of hers appeared on my windowpane. And her image said, "You are more than answering the phones."

And, with that, without hesitation I said, "I'm sorry, I can't do that. It has been wonderful working with you, but I'll have to leave."

Again, the choice, the fork in the road, continue along the same old known path or choose to follow Frances. I chose to listen to Frances and follow her guidance. And that is why I am with you today.

That's the thing about being mentored; it's one thing to find someone who we want to mentor us, to find someone we want to be like, who does something we want to do. And, then it's up to us. We have to put in the work to develop the relationship and follow their guidance as it applies to our own lives. They can't do it for us – we have to do it.

There is an old quote framed on Frances' wall in her office that I love. It says, "Do not follow where the path may lead. Go instead where there is no path and leave a trail." She did that herself and she has emboldened me to do the same.

Early on, I wasn't sure of the direction to take in my leadership. I had a general idea, of course, but the way wasn't clear. I wasn't sure what my call to service was.

Lesson Seven – "Be Positive!"

In this, Frances shared with me Lesson 7. "Be positive!" Rather than give me an answer to my questions, "What is my call to service? What should I do to create a better world?"

She said, "Ask me my blood type."

"Ok Frances," smiling from ear to ear, "what is your blood type?"

She said, "It is – Beeeeee positive!"

And, then she said, "Listen. Listen to the whispers, listen to your heart. That you and I are here together is providential. You must just listen to the whispers."

And that was enough of an answer for me.

Lesson Eight – "What Do You See When You Look Out the Window That is Visible but Not Yet Seen by Others?"

In 2005, *BusinessWeek* magazine claimed Peter Drucker as "the man who invented management." When a reporter asked him how he always knew and could describe what was going to happen in the future of management, he said, "I never predict. I just look out the window and see what is visible – but not yet seen."

Frances turned this statement into a question that she would ask everyone she met, which is, "What do you see when you look out that window that is visible but not yet seen by others?"

This is Lesson 8.

During one of our first lunches together in New York, Frances stopped mid-lunch, put her hand on my arm, looked me directly in the eyes, and asked, "What is it you see when you look out the window that is visible but not yet seen by others?"

I stopped everything.

Her question does not have a quick or rote answer. It asked me to examine my view of the world and no easy answer popped to mind.

What could I possibly see that isn't visible to others? What is my unique perspective? It is a very deep, philosophical question that asks us to analyze what we see, our unique perspective on life. This is our gift. This is our purpose.

At that first lunch, I answered as best I could, but I definitely felt I had homework to do.

A few years later I was finally able to formulate an answer that makes sense to me. What do I see?

Lesson Nine – “Working Together Toward a Bright Future”

This brings us to Lesson 9. I see us “Working Together toward a Bright Future.”

I see leaders working together for the healthy functioning of society and the well-being of people and creatures around the globe. Everyone has a place, everyone is included, everyone participates. Humanity is a big network of people working together.

Today this is my life mission, my life purpose. It is the overarching guidance for everything I do. If someone, for instance Don Warrick, invites me to write a piece, I ask myself, “Does this fall in line with ‘Working Together’ toward a Bright Future?” A resounding yes in this case and here I am!

People ask how I came up with it. It wasn't easy. It took years of contemplation, working, living, and being. And there were some guidelines. Both Frances and Peter Drucker advocated creating a mission statement that fits on a T-shirt. Seven words or less, they'd say.

One day it came to me – I actually took the missions of the two leaders that I absolutely believe in and put them together.

The first is from Alan Mulally, former CEO of Boeing and Ford, who teaches us about his “Working Together” © Principles, Practices and Leadership and Management System, and the second is Frances' vision of a Bright Future.

Put the two together, and what do you have? “Working Together toward a Bright Future!”

I was so inspired by answering this question myself, I wanted to ask as many people – leaders, thought leaders, educators, government and military leaders – to answer this question too. They did and their answers are the content of our book, *Work is love made visible*, which is Lesson 10.

Lesson Ten – “Work is Love Made Visible”

The title of our book, *Work is love made visible*, is a quote from one of our favorite works, *The prophet* by the early 20th-century Lebanese American poet Khalil Gibran. And it is one of the last things Frances said to me.

“Work is love made visible. And if you can’t work with love, but only with distaste, it is better that you should leave your work and sit at the gate of the temple and take alms of the people who work with joy.”

One morning in December 2022, I went to Frances and sat by her bedside. She took my hand and said, “Are you listening?” That means are we listening to the whispers, are we listening to our hearts? Are we being the people we want to be?

And then she said, “Work is love made visible.” And that means this, our one life is our life’s work, which is our love made visible.

And then she said, “Don’t forget.” So, we are not to forget to listen to the whispers that guide our one life, our life’s work, which is our love made visible.

Sometimes this phrase, “Work is love made visible,” is taken to mean one must become a workaholic to show love. Not exactly!

Alan Mulally teaches us that our one life consists of what is important to us, the elements we choose. For me for instance, there are five: my work life, my spiritual life, my community life, my personal life, and my family life. And they are not in any particular order.

Now, I say that all of these parts of my life are important to me, so I go through my calendar every week and look ahead, making sure to account for and schedule time for each of these parts of my life that I say are important.

If I find that I say my family life is really important to me, but I don’t set aside time to be with them and follow through on it, then I either need to make some adjustments or I need to be honest with myself, and say, family just isn’t that important to me, it isn’t a circle.

Same with something like exercise, if I say exercise is really important to me and I want to take that personal time for myself, but I keep putting it off for other things, then I just need to be honest with myself.

Lesson Eleven – “To Serve is to Live”

All of these lessons culminate in how-to-be, principles-based servant leadership. And this leads us to Lesson 11 and Frances’ battle cry, “To serve is to live,” which is beautifully described in a message written long ago that Frances would often share at the end of her speeches that I will share here.

Early in another century George Bernard Shaw wrote:

This is the true joy in life, the being used for a purpose recognized by yourself as a mighty one; the being a force of nature instead of a feverish selfish little clod of ailments and grievances, complaining that the world will not devote itself to making you happy.

I am of the opinion that my life belongs to the whole community, and as long as I live it is my privilege to do for it whatever I can. So, I want to be thoroughly used

up when I die, for the harder I work the more I live. I rejoice in life for its own sake. Life is no “brief candle” for me. It is a sort of splendid torch which I have got hold of for the moment, and I want to make it burn as brightly as possible before handing it on to future generations.

And, that she did.

Just before Frances passed away, she made me promise that we will continue to carry the torch. She wouldn’t pass until I promised, so I have promised, for all of us, that we will carry the torch of positive, how-to-be leadership.

And, so we will.

SUMMARY OF THE ELEVEN LESSONS

Now we’ve been through 11 of the leadership lessons that I learned from Frances Hesselbein, and I’d like to quickly review them:

1. The first is that “We will get through this together.”
2. The second is that “Leadership is a matter of how to be not how to do. It is the quality and character of the leader that determines the performance and results.”
3. “Respect for all people” is our third lesson.
4. And, “for the great achiever it is all about me; for the great leader it is all about them” is our fourth.
5. Our fifth lesson is “Listen first, speak last.”
6. Our fun favorite is our sixth lesson: “You always know a woman by the name of her lipstick.”
7. And seven is “Be positive!”
8. With our eighth lesson we ask you to ask yourselves: “What do you see when you look out the window that is visible but not yet seen by others?”
9. Our ninth lesson is about finding our purpose, mine is “Working Together toward a Bright Future.”
10. Our tenth lesson Frances shared with me shortly before she passed away and it is that “Work is love made visible.”
11. And, our eleventh lesson is our promise to carry the torch: “To serve is to live.”

Finally, I’d like to leave you with a quote by Ralph Waldo Emerson that Frances often shared and that she lived every day of her life, “Be ye an opener of doors.” And, that she did. She opened doors for all of us through which we can walk together toward a shared and positive vision of a bright future for all.

DISCUSSION

1. Sarah McArthur talks about her work on *Work is love made visible* as a labor of love for a leader she deeply loved and admired. What leaders in your life have given you the motivation to see your work as a labor of love and why?
2. Frances Hesselbein and other high-impact leaders have a sense of purpose as a leader. What is your purpose as a leader?
3. Frances Hesselbein believed that as a leader you have an impact by “Being” (Who And Why) and “Doing” (What And How). Ideally what would you want to be known for as a leader?
4. Take each of the 11 lessons that Sarah McArthur learned from Frances Hesselbein and discuss what you learned from each lesson and how you could integrate each lesson into your own leadership philosophy.
5. Discuss the George Benard Shaw quote that Frances Hesselbein would often share at the end of her speeches. Are you a torch bearer? What lessons of character will you pass on to the next generation and how will you do this? As Ralph Waldo Emerson said (and Frances Hesselbein lived), “Be ye an opener of doors.” This is a choice in life that each of us must make in both our work life and our personal life.

KEY LEADERSHIP LESSONS SARAH MCARTHUR LEARNED FROM FRANCES HESSELBEIN

1. The first, is that “We will get through this together.”
2. “Leadership is a matter of how to be not how to do. And it is the quality and character of the leader that determines the performance and results.”
3. “Respect for all people.”
4. “For the great achiever it is all about me; for the great leader it is all about them.”
5. “Listen first, speak last.”
6. “You always know a woman by the name of her lipstick.”
7. “Be positive!”
8. “What do you see when you look out the window that is visible but not yet seen by others?”
9. “Working Together toward a Bright Future.”
10. “Work is love made visible.”
11. “To serve is to live.”

NOTE

1. *Leader to Leader* is an award-winning quarterly journal on management, leadership, and strategy written by today's top leaders themselves. In each issue, discover a peerless selection of world-class executives, best-selling management authors, top consultants and educators, and respected social thinkers sharing cutting-edge insights, research, and theories about leadership. *Leader to Leader* gives you unique insight into what top executives and thought leaders are planning for, what they see as the major challenges ahead, and how they are dealing with change.

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ADDITIONAL READING

Books by Frances Hesselbein

Community of the future
Hesselbein on leadership
Leader of the future
My life in leadership
Organization of the future

Articles in *Leader to Leader Journal*¹

- "The greatest threat to democracy," 2022(105).
 "The elephant in the dark," 2023(107).
 "Tradition with a future," 2022(104).
 "You and I, we are friends of the heart," 2022(106).