

## INTRODUCTION

When I was in high school, I had a football coach who loved motivational sayings; he covered the walls of our locker room with them. Sayings like, “When the going gets tough, the tough get going” and “Quitters never win, and winners never quit” were imprinted in my mind. When I started teaching and writing in the field of leadership and management, it was second nature for me to use sayings to help people remember key points. That’s why I was thrilled when David C. Cook asked me to update *The Heart of a Leader*, a book that includes my favorite sayings.

Leadership isn’t just about having a powerful position. Anytime you use your influence to affect the thoughts and actions of others, you are engaging in leadership. So you can be a leader as a parent, spouse, friend, or citizen. I hope these sayings will give you the wisdom and inspiration you need to lead at a higher level. Remember, the best leaders are those who understand that their power flows through them, not from them.

God bless!

—Ken Blanchard

The key to developing  
people is to catch them  
doing something right.

—Ken Blanchard and Spencer Johnson

*The One Minute Manager*®

Catching people doing things right is a powerful management concept. Unfortunately, most leaders have a genius for catching people doing things wrong. I always recommend that leaders spend at least an hour a week wandering around their operation catching people doing things right. But I remind them that effective praising must be specific. Just walking around saying, “Thanks for everything,” is meaningless. If you say, “Great job!” to a poor performer and, “Great job!” to a good performer, you sound ridiculous to the poor performer and you “demotivate” the good performer.

Catching people doing things right provides satisfaction and motivates good performance. But remember, give praise immediately, make it specific, and finally, encourage people to keep up the good work. This principle can also help you shine at home. It’s a marvelous way to interact with and affirm the people in your life.

Don't wait until people do  
things exactly right before  
you praise them.

—Ken Blanchard and Spencer Johnson  
*The One Minute Manager*

Many well-intentioned leaders wait to praise their people until they do things exactly right, complete the project, or accomplish the goal. The problem here is that they could wait forever. You see, “exactly right” behavior is made up of a whole series of *approximately* right behaviors. It makes more sense to praise progress—it’s a moving target.

Can you imagine standing a child up and commanding him to walk, and then, when he falls down, yelling, “I told you to walk!” and spanking him? Of course not. You stand the child up, and he wobbles a bit. You shout, “You stood up!” and then shower him with hugs and kisses. The next day, he wobbles a step, and you are all over him with praise. Gradually, the child gains confidence until he finally walks. It’s the same with adults. Catch them doing things right—and remember, in the beginning, approximately right is just fine.