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## Greetings!

The world seems to be in such commotion and turmoil. Occasionally I spot some events or heroes that give me hope and optimism. Much of the time, I marvel at how corrupt and foolish so many of us are. I feel as though we are at war in many respects. And that is unfortunate. War between good and evil, intelligence and foolishness, kindness and selfishness, . . . you get the idea.

My **Ara's Journal** column will broach the subject of Prince, who died recently. Prince was born exactly 3 days before I was. So his passing caused me to reflect on my own mortality and on the day that I close my eyes for the final time. Please do read it.

I introduce you to one of the most important of the Founding Fathers in **The Elephant in the Room** column, James Madison. I hope you gain some insight into this great man.

In the **Self-Development** column, I discuss an aspect of leadership that is very important, but not often talked about. Though brief, I hope it gives you food for thought.

OK, let's get started.

Ara Norwood



### Leadership's Deadly Sins, Part 5 of 7

**The Fifth Deadly Sin of Leadership: *A failure to initiate change.***

One of the most subtle truths about leadership is that every leader, without exception, is apt to be subjected to strife, turmoil, and attack. Even the most affable among us will, upon the moment he or she assumes a leadership posture, be vilified. Facing the slings and arrows of some form of opposition is something no leader is spared. Even Mother Teresa, whom many would assume would be immune to attack, was not spared, as Atheist Christopher Hitchens was [merciless in his abuse](#). (Only a rag like *Slate* would lack the class to publish something so wrong-headed.)



So my advice to any who would take on the mantle of leadership is to be prepared for a lonely, difficult, uphill battle.

Leaders sometimes fail precisely because they are not prepared to endure the burdensome weight of the refiners fire they will be subjected to. But if you have the mental toughness of a Martin Luther, or a Brigham Young, or a Winston Churchill, that is, if you are in possession of an indomitable spirit and steely determination, your chances of success as a leader are magnified.

In short, great leaders have staying power.

## The Elephant in the Room

### Summarizing Madison

James Madison represents a highly consequential force among our Founding Fathers. This slight-of-stature figure (he stood 5'4" and weighed about 100 pounds) was a colossus -- especially in terms of the role he played at the Constitutional Convention. It is not a stretch to say that he is the father of the Constitution. It gives me great pleasure in introducing my readership to James Madison.

Madison's life spanned the years 1751 through 1836. The son of a plantation owner, and possessed of a rather wooden personality (he was not good at small

talk), Madison was, nevertheless, blessed with a keen mind and a decisive, tireless, and intense work ethic.

As a college student who attended what we know today to be Princeton University (it was the College of New Jersey when he attended) he skipped his freshman year due to high marks on his entrance exams. Then, after completing his sophomore year, he decided to finish his junior and senior years in a single year, which he succeeded in doing. Madison was



what I would describe as a steady and patient genius. Far more cerebral than George Washington, he wielded a luminous and discriminating mind. Learned in both Latin and Greek from an early age, along with a reading level of French, Madison probably knew more about the history of constitutions and statehood than any man then living.

In terms of his political philosophy, Madison may have been a Federalist early on, but he eventually came to embrace the party known as the Democratic-Republicans which his friend and mentor Jefferson had promoted. Fearing concentrated power, Madison felt that the nation's real enemies were those who sought to "pervert the limited government of the Union into a government of unlimited discretion."

Like fellow Virginians Washington and Jefferson, Madison was born into a world that countenanced slavery, and was a slave-holder himself. Also like Washington and Jefferson, Madison understood that slavery was a moral issue. In a 1780 letter he wrote to Joseph Jones, Madison intoned,

Yours of the 18th came yesterday. I am glad to find the Legislature persist in their resolution to recruit their line of the army for the war; though without deciding on the expediency of the mode under their consideration, would it not be as well to liberate and make soldiers at once of the blacks themselves, as to make them instruments for enlisting white soldiers? It would certainly be more consonant with the principles of liberty, which ought never to be lost sight of in a contest for liberty.

Five years later, in a letter he wrote to his friend, Edmund Randolph, he indicated he wanted a life that would "depend as little as possible on the labor of slaves," - not quite a denunciation of slavery, but a clear indicator that he wished to distance himself from the practice.

As to the important topic of separation between Church and State, Madison was quite consistent on the importance of maintaining such separation. He neither

wanted Church to perform a hostile takeover of State, and thus establish a state-sanctioned Church, nor did he want to see the Government tamper with or harm religious institutions in any way, as this statement makes clear:

I must admit moreover that it may not be easy, in every possible case, to trace the line of separation between the rights of religion and the civil authority with such distinctness as to avoid collisions and doubts on unessential points. The tendency to a usurpation on one side or the other or to a corrupting coalition or alliance between them will be best guarded against *by entire abstinence of the government from interference in any way whatever*, beyond the necessity of preserving public order and protecting each sect against trespasses on its legal rights by others." (Letter to Rev. Jasper Adams, Spring 1832. Emphasis added. I am indebted to Dr. Jason Bock for bringing this gem to my attention.)

Was he himself a religious man?

Yes. Like George Washington and Alexander Hamilton, Madison was a devout Episcopalian with some intriguing views on the subject of religion. Soon after graduating from college, he wrote a friend, "I have sometimes thought there could not be a stronger testimony in favor of religion or against temporal enjoyments even the most rational and manly than for men who occupy the most honorable and gainful departments and are rising in reputation and wealth, publically to declare their unsatisfactoriness by becoming fervent advocates in the cause of Christ, and I wish you may give in your evidence in this way."

Bishop William Meade, a family friend, wrote, "Whatever may have been the private sentiments of Mr. Madison on the subject of religion, he was never known to declare any hostility to it. He always treated it with respect, attended public worship in his neighborhood, invited ministers of religion to his house, had family prayers on such occasions - though he did not kneel himself at prayers.

At the Virginia Convention of 1776, Madison was on a committee that was charged with creating a declaration of rights and a constitution for Virginia. He put forth the following in the section dealing with religious freedom: "Religion, or the duty which we owe to our Creator, and the manner of discharging it, can be directed only by reason and conviction, not by force or violence; and therefore, . . . all men should enjoy the fullest toleration in the exercise of religion, according to the dictates of conscience, unpunished and unrestrained by the magistrate."

In reflecting on the success of the Constitutional Convention, he wrote, in Federalist #37 that he perceived "a finger of that Almighty hand" at work in Philadelphia. And in the general question of the existence of God, he wrote: "The belief in a God all powerful, wise, and good is so essential to the moral order of the world and to the happiness of man that arguments which enforce it cannot be

drawn from too many sources." But he went on to suggest that the most convincing argument for God's existence came not from an "abstract train of ideas" but from the world around: "Reasoning from the effect to the cause, 'from nature to nature's God,' will be of the more universal and more persuasive application."

His accomplishments over the course of his 85 years were impressive: he was one of the authors of The Federalist (and authored perhaps the most important and erudite of all of the essays published therein -- Number 10.) He is the primary author of the U.S. Constitution and the Bill of Rights, and only one of two signers of the Constitution who went on to become President of the United States, our 4th.



One of my favorite quotes of this astute Founding Father comes from a 1786 letter he wrote to James Monroe: "There is no maxim in my opinion which is more liable to be misapplied and which therefore more needs elucidation than the current one that the interest of the majority is the political standard of right and wrong."

And that, my friends, is the latest elephant in the room.

## Shameless Plug

### Coaching: The Key To Customized Success

Recently I have seen a spike in my coaching practice.

I'm not sure why that is, but I find that of all the services I provide -- speeches, workshops, writing, instructional design -- coaching seems to be the most customized, and thus, tailored to precisely the needs of the client. It's akin to the difference between buying a suit off the rack at Nordstrom, versus having a suit custom-tailored to fit your exact dimensions. The Nordstrom suit is wonderful, but the custom-tailored suit is infinitely more wonderful. It's a perfect fit.

I provide coaching as part of my overall consulting practice. Coaching usually follows a period of my observing the client in action, performing some form of work or productivity. And coaching involves a great deal of listening on my part, but also of imparting advice that is helpful and targeted to the precise needs of the client.



If you believe you could use some help in some

area and feel a coach could provide that help, reach out to me.

Together, I am confident you will hit it out of the park!

## From Ara's Journal

### When We Lose A Pop Icon

With the death of the pop icon known as Prince (also known on his birth certificate as Prince Rogers Nelson, or, at times, known by a symbol that my computer keyboard cannot replicate) I have been struck the by outpouring of grief that his passing has engendered in his fanbase.



I myself was not a fan of Prince. Not that I had anything against him personally or his music. I'm not a fan of a lot of artists, including Janis Joplin, The Byrds, Foreigner, The Velvet Underground, Herman's Hermits, The Doors, or The Yardbirds, yet I have nothing against them either. I simply never got absorbed by their music. I did not really know their music.

Never heard it much, or if I did, I didn't associate it with them. Thus, even though I am a musician myself, I am largely ignorant of a whole host of artists out there and their work.

With Prince, his death has provided me an opportunity to get more acquainted with his artistry. I say that because, as a regular on Facebook, I have seen many a video of Prince performing, and I have taken many a look. The man was obviously quite the entertainer, and was a serious musician. He seemed to authentically enjoy what he did. He seemed to love to entertain. And it appeared to me that he gave it his all, often performing much longer at a concert than most artists do. Fans surely got their money's worth.

Judging from his troubled home life I would presume he was a troubled man on some level -- but then again, so many artists are. He seemed at home in the world of performing, perhaps much more so than "performing" in the world of the home, as both of his two marriages ended in divorce. That's actually a rather low count when compared to most musicians -- Peter Frampton's 3 marriages failed; Carole King's 4 marriages all ended up in divorce court. (By the way, I am a huge fan of both Frampton and King). But successful artists evidently find themselves in predicaments that demand much from them: a public that is clamoring for more, recording executives that stick to ever-demanding expectations of production; critics and reviewers who can be fickle and unpredictable, if not cruel. A normal life is not usually in the cards. They seem to sacrifice a path of normalcy so that the masses can enjoy occasional moments of bliss by being in the grip of their musical vibe, whether the venue is the concert hall, or via a pair of ear buds.

Successful artists, like Prince, bring about immense satisfaction to their fans when they perform or record, and also immense grief when the artists dies. I am mindful of the very real sorrow that many people are experiencing. This was the case with the passing of David Bowie, and Jimi Hendrix, and Kurt Cobain, and

Janis Joplin, and John Lennon, and Frank Zappa, and Keith Moon, and Michael Jackson, and Jim Morrison, and Duane Allman, and Jim Croce, and Mama Cass Elliot, and Elvis Presley, and Ronnie Van Zant, and Minnie Riperton, and John Bonham, and Harry Chapin, and Karen Carpenter, and Marvin Gaye, and Stevie Ray Vaughan, and Tom Fogerty, and Freddie Mercury, and Eddie Kendricks, and Selena, and Jerry Garcia, and John Denver, and George Harrison, and Edwin Starr, and Barry White, and Johnny Cash, and Robert Palmer, and Luther Vandross, and Billy Preston, and James Brown, and Buddy Miles, and Isaac Hayes, and Phoebe Snow, and Amy Winehouse, and Whitney Houston, and Donna Summer, and Natalie Cole, and Maurice White, and Keith Emerson, and the hundreds more who have impacted us in some way with their musical artistry. But fortunately for us, they live on through their music, which we are able to continue to enjoy and to dance to and to sing to and to relish.

What a dreary world this would be without the music of such talented men and women.

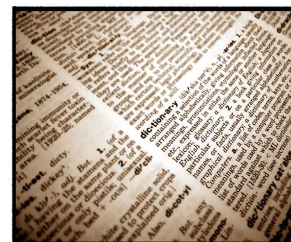
## The World of Words

### Specificity

#### Building Your Power of Expression

**Specificity, n.**

**Pronunciation:** ,spesə'fisədē



#### **Meaning:**

We are all familiar with the adjective *specific*. Changing that common word into the noun, and we get specificity, a quintal-syllabic and nifty way of defining something that has a sharp precision to it.

#### **Usage:**

- *He is so precise in his choice of words; his specificity in explaining things makes the complex discernible.*
- *In the future, our understanding of our individual genomes will allow us to gain vastly more specificity concerning which ailments we have and thus learn how to cure them.*
- *Specificity is what distinguishes poor from good from brilliant writing.*

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For more information on my work, follow me on Twitter ("Ara Norwood"), or on Facebook (keyword "Leadership Development Systems") or via my website: [www.aranorwood.com](http://www.aranorwood.com)

**Sincerely,**

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