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Issue: # 119

May 23, 2016

Greetings!

I hope this finds you well. It's certainly later in the month than I would have liked.

My **Ara's Journal** column will probably catch your eye. Therein I share some observations and musings on a particular name that seems to be set apart from other names. Read it and tell me what you think.

I then highlight the last of the six Founding Fathers I have been studying, in **The Elephant in the Room** column. This man is worthy of continued study.

In the **Self-Development** column, I continue my journey into the *7 Deadly Sins of Leadership*, and I think you will find it valuable.

OK, let's get started.

Ara Norwood



Self-Development Leadership's Deadly Sins, Part 6 of 7

The Sixth Deadly Sin of Leadership: *A failure to exhibit integrity.*

We come to what may well be the most important element of leadership. Here is

where most leaders fall on their swords. The sixth deadly sin of leadership is to fail to exhibit integrity.

What is integrity?

The word is bandied about enough. But many people who use the word so freely do not have a deep grasp of its meaning. The word shares an etymology with words like integral, integer, and integration. I think the best and clearest meaning of the word is the idea of congruence. When there is congruence between what a leader says and what a leader does, there is integrity. Or better stated, when there is congruence between what a leader says and what a leader is, there is congruence.



One of the most impressive thought-leaders I know, TF, tells me that she believes this should be first on the list, not sixth. She tells me that if a leader has deep levels of integrity, she will follow that leader anywhere. Along the same lines, the late great Warren Bennis wrote that "Leadership is first being, then doing. Everything the leader does reflects what he or she is."

Reflect on that famous scene in The Wizard of Oz after Dorothy and her friends vanquished the Wicked Witch of the West. They take the witch's broomstick and turn it over to the Wizard. The agreement was that if they did so, the Wizard would grant each of them their wish. Dorothy, of course, wanted to go home to Kansas. But as they stand before the Wizard of Oz to claim their rewards, the Wizard seems to have second thoughts about keeping his end of the bargain. He claims he wants to think about it. Dorothy will have none of it. She berates the Wizard, which causes him to lose his temper. Fire and smoke fill the chamber, and the Wizard's facial expression betrays his rage, while his booming voice becomes threatening. And just as the tension reaches a climax, Dorothy's dog, Toto, happens to go over to a curtain located off to the side. Toto pulls the curtain back with his teeth, exposing a harmless aged little man who is busy turning knobs, pulling levers, and pushing buttons. The Great Oz is exposed. He's merely a harmless, manipulative shyster. It turns out that there is a world of difference between the public persona of mystic power, and strength, and bombast, and the actual reality of an ordinary man behind a curtain projecting something that was not real.

Integrity is about being whole, consistent, and straight-forward.

If you can marry your conduct and behavior with your values and ideals, you will be a leader of integrity. And people, like TF, will follow you.

Summarizing Hamilton

With all the buzz afloat on the very popular rap musical titled *Alexander Hamilton*, (which I have not seen nor will I be seeing), it might be instructive to peer into this very consequential Founding Father.

Alexander Hamilton was the youngest of the Founding Fathers, and arguably the most brilliant. Like a bull in a china shop, he was unquestionably the most outspoken. Although he could be charming, he was rather bold, assertive, confident, and frequently confrontational. (One one occasion, during a dinner at the home of Thomas Jefferson, an equally bright mind, Hamilton asked Jefferson the meaning of the three prominent paintings of Sir Isaac Newton, John Locke, and Sir Francis Bacon. When Jefferson explained they represented the three greatest minds of the past, Hamilton pondered that claim briefly before asserting, "The greatest man in history was actually Julius Cesar." Jefferson, not given to debate or argumentation, said nothing.)



He was also quite prescient, with a knack for seeing around the corners and far down the corridors of time, anticipating trends, and taking decisive action, whether it involved the erection of light houses along the eastern seaboard, or establishing a national bank.

Although an early ally and partner of James Madison (the two principle authors of *The Federalist*) the two men were of very different personalities. Whereas Madison was reflective and circumspect, Hamilton was high-strung and impatient, and not all that tolerant of human foibles. While Madison was cautious and methodical, Hamilton was a risk taker. If Madison could be said to be somewhat stiff and socially awkward, Hamilton charmed others with cosmopolitan ease. But both were brilliant and determined men in their own right.

Educated at Kings College (what we refer to today as Columbia University), Hamilton enjoyed a brilliant career as a military officer, a lawyer, and a financier. Politically, he wrote, at about age 18, "I do not write for a party. I should scorn to be of any." Yet, in fact, he was a thorough and committed Federalist, meaning a party that believed its members alone supported the Constitution and national unity. Federalists took a robust view of federal power and believed in a strong executive branch. They tended to favor banks and manufacturing, as well as the agricultural pursuits. The Federalists were somewhat elitist in their politics, and tended to doubt the wisdom of the common people, but also included a large number of northerners opposed to slavery. Federalists and Republicans were not only divided over the year-to-year strategy and the everyday tactics of government, they were profoundly divided over ideology and sentiment, over their sympathies for Britain and France, over the kind of nation they were trying to build, over the kind of people Americans should become, over America's political and symbolic

place in the world.

His views on slavery could only be described as staunch opposition. In fact, in another early document, again when he was about 18, he wrote, "Were not the disadvantages of slavery too obvious to stand in need of it, I might enumerate and describe the hideous train of calamities, inseparable from it. I might shew that it is fatal to religion and to morality; that it tends to debase the mind, and corrupt its noblest springs of action. I might shew, that it relaxes the sinews of industry, clips the wings of commerce, and introduces misery and indigence in every shape."

Hamilton was a complex figure; perhaps even a man of contradictions. Consider these:

- Deeply devoted to the cause of the Revolution, and in faithful service to General Washington during the Revolutionary War, yet the first time Washington snapped at him for making Washington wait a few minutes after being summoned, Hamilton severed ties with the General, at least for several years until Washington summoned Hamilton to run the Treasury in the new government.
- Although adept at reading people and their true motives, yet he was completely hoodwinked by Benedict Arnold's wife who feigned insanity once Arnold's betrayal was discovered. (She was in on the betrayal from the start and put on quite a good show.)
- Hamilton was deeply in love with his wife, Elizabeth Schuyler, yet foolishly allowed himself to be enmeshed in a blackmail scheme that led to a salacious and prolonged affair with an alluring young temptress.
- His penchant for castigating political opponents went a bit too far on one occasion, leading to a duel with a man he had offended -- Aaron Burr, the Vice President of the United States, who ended Hamilton's life with a single shot.
- And in another strange display of contradiction, whereas Hamilton had a zest for life, causing him to race through the public stage with gusto, the historical record, inexplicitly, points to a level of existential angst on his way to the duel with Burr that strongly suggests Hamilton allowed Burr to win that duel, as if Hamilton's life had run its course and he was ready to die.

But Hamilton had left his mark on the new republic. Serving effectively as the first Secretary of the Treasury, it is hard not to speculate if Hamilton could have become President had he not been killed in the duel with Burr. Was he even interested in the post?

One need only read any of Hamilton's personal writings (of which I've consumed over 1000 pages) to realize he may have been the most erudite among a band of astonishingly bright minds that make up the Six Great Men I have highlighted in

the last six issues of *Uncommon Sense*.

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

Shameless Plug

Norwood to Present Program on Advanced Interviewing Skills

Hot off the press is a brand new half-day program I have developed, following hundreds of hours of research, on Advanced Interviewing Skills.

And I have the honor of delivering it for the first time to a corporate audience this week. I am very excited for this opportunity to deliver new content that is cutting-edge, and that will take the participants to the next level in terms of their abilities to conduct effective job interviews. And every participant will be video taped in their practice interviews, will receive expert feedback which will also be video taped, and will walk away with their own thumb drive of the video recordings.

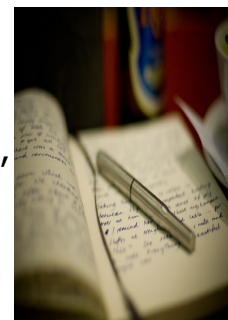


If your organization could benefit from some high-end content and instruction that results in real skill transfer, reach out to me.

From Ara's Journal

The Unparalleled Name

Even if I were a non-believer in religious matters, it would be difficult for me to escape the conclusion that there is something about the very name of Jesus that commands reflection. No other name of any religious sage, be it Buddha, Sri Chinmoy, Meher Baba, Thomas Aquinas, Maimonides, Joseph Smith, Martin Luther, Mohammed, or Abraham cause the same kind of reaction. True, some adherents of Islam will react strongly, even violently, if they believe a person has done anything to shame the name of their prophet, but he is still seen, among Muslims, as a prophet.



Jesus, on the other hand, is seen as more than a prophet. Depending on who you ask, He might be thought of as the Son of God, or the Messiah, or the Redeemer of mankind, or the Savior of the world, or the Lord of life, or all of the above. And He is seen as being, in some sense (again, depending on who you ask) as God

Himself, as divine, as possessing the status of deity.

A telling clue about the significance of Jesus involves how His name is misused by so many. Normal people who work and live among us get very uncomfortable if His name is evoked in any sense except one: profane blasphemy. (Of course, deeply devoted followers of Jesus are rattled when this happens.) But for the typical American, Canadian, Mexican, Australian, or European, hearing some exasperated person shout out the name "Jesus!" when the shouter feels the traffic is moving too slowly, or the food they ordered in a restaurant was delivered incorrectly, or the horse they bet on lost, or they accidentally hit their thumb with a hammer, is a non-issue. It's just what people say when they are angry, or in pain, or astonished. No one shouts "Moses!" or "Dalai Lama!" when the car in front of them is going 45 miles per hour in the fast lane.

Interestingly, while His name is blasphemed by average people without thought or hesitation, His name, when brought up in non-profane ways, is unsettling to so many. And instinctively so. It's as if the human conscience, at least in the western world, is automatically attuned to the reality that the name of Jesus is singular and profound. The average person is more at ease if that name is not uttered. They can go about their business without concern for the implications of that name.

That tells me that there is some sort of authority in that name. The name is not on par with other religious figures of the past. And the fact that this name represents a figure who lived about two millennia ago adds to the singularity and power of that name. Further, the fact that our calendaring system is divided between a countdown of years prior to His birth, following by a count-up of years following His birth, is profound.

Were I a non-believer in religious matters, these facts alone would give me pause.

The World of Words

Nefarious

Building Your Power of Expression

Nefarious, adj.

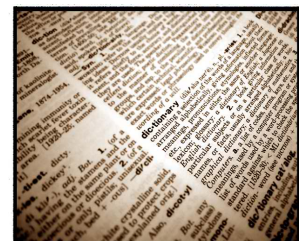
Pronunciation: nə'ferēəs

Meaning:

Something that is said to be nefarious is used in reference to an action or activity that is evil, wicked, or criminal.

Usage:

- *The treatment of this prisoner of war by the enemy was so nefarious as to*



warrant a charge of war crimes.

- *David, who was a once decent man, was persuaded to form a nefarious bond with the underworld.*

- *There are many nefarious uses of the internet, therefore we must keep an eye on things.*

New subscribers, the Special Report "11 Ways to Beat the Odds" should have been sent out to you already. If you have not received it, please communicate that to me via email (ara@aranorwood.com).

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

Sincerely,

Ara Norwood
Leadership Development Systems