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Dear David,

Welcome back.

Admittedly, this was a tough, difficult issue to churn out. But it's done and I am happy you will read it.

I profile a leader in the **Self-Development** column that Peter Drucker insisted was the most impressive American leader he ever studied.

In my **Elephant in the Room** column, I note some of the trendy habits among some authors in sinking into the swill as they come up with a title for their book.

In the **From Ara's Journal** column, I am a bit more moody than usual, brooding over some random thoughts that I have been entertaining lately.

And, of course, the **World of Words** column will beef up your power of expression with a word that will make other people's heads turn when you use it. So use it. Today!

OK, let's get started.

Ara Norwood



Self-Development

Great Leaders of the Past: Brigham Young

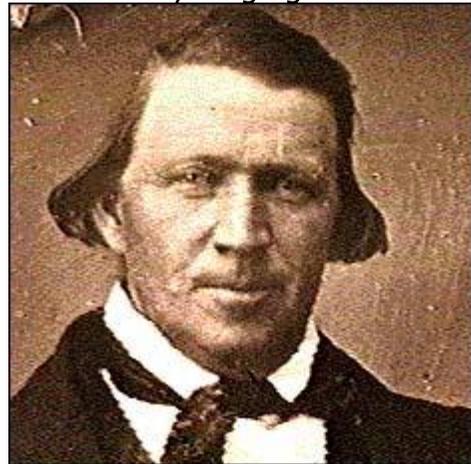
On a memorable occasion in graduate school, I had the good fortune to be tasked with taking Peter Drucker to and from a leadership conference that was held on the campus of USC. Professor Drucker was not too talkative on the way to that event, as he was busy editing his last book, *Management Challenges for the 21st Century*, right there in the front seat of my car, shortly before he sent the final draft to his publisher. But he told me that after the conference ended, he would give me his full and undivided attention.

When we returned, we sat in my car in front of his home in Claremont for almost an hour, discussing a wide array of topics. When I asked him who he believed was the most impressive and effective leader produced on American soil, he told me, without hesitation, that it was Brigham Young. As I don't believe Professor Drucker was cognizant of the fact that I had earned my undergraduate degree at the university that bears Brigham Young's name, I wasn't sure what to make of this unexpected answer, as I could not recall an instance in which Drucker had written

about Brigham Young in his voluminous writings, most of which I was familiar with. In fact, Drucker himself was at a loss for words when he tried to elaborate on his choice of Brigham Young. I recall him saying, "I just don't understand it. I cannot comprehend the source of the greatness and the pragmatism of that man! There was no one quite like him: not Joseph Smith whom he succeeded, not anyone else!"

In recollecting that conversation I had with Peter Drucker, I have taken a closer look at Brigham Young to try to understand why Drucker was so captivated with his leadership. Here is what I learned.

Brigham Young was born in Vermont but grew up in New York. He was older than Abraham Lincoln by about 8 years and outlived him by about 12. Like Lincoln, he had no middle name, and like Lincoln, he lost his mother at a young age. He left home soon thereafter and worked as a master carpenter, doing a lot of painting, wood work, and many other practical tasks. He married Miriam Works when he was 23 and they had 2 daughters, but Miriam developed Tuberculosis and died soon thereafter, at which point he married Mary Ann Angell with whom he had 6 children.



Brigham Young read the Book of Mormon and, while both skeptical and cautious, he eventually became a member of the Church of Jesus Christ of Latter-day Saints. He was 30 at the time.

Brigham Young was devoted to Joseph Smith, the prophet and translator of the Book of Mormon, throughout his life, serving as a missionary, and eventually became President of the Quorum of the Twelve Apostles, one of the highest governing bodies of the Church. As quorum president, Brigham Young directed the work of his quorum in Britain during an astonishing year in which they baptized between 7,000 and 8,000 converts, and printed as well as distributed 5,000 copies of the Book of Mormon, 3,000 hymn books, and 50,000 tracts. They also established a shipping agency.

Following the assassination of Joseph Smith at the hands of an armed mob, Brigham Young became the head of the Church. Partly because of concerns about governmental intervention, Brigham Young began the storied migration westward in the cold and snow of February 1846 rather than await more temperate weather in the spring.

By hundreds, then by thousands, people, animals, and wagons crossed the Mississippi River and trudged across Iowa mud to a "winter quarters" (now Florence, Nebraska) on the Missouri River. In Winter Quarters, in December 1847, Brigham and other members of the Twelve reorganized the First Presidency of the Church, with Brigham as president. The following April he, his family, and approximately 3,500 other Saints headed for the Salt Lake Valley. Brigham's activities in organizing companies, building bridges, repairing equipment, and training oxen developed abilities that would be in evidence the rest of his

life. By late spring nearly 16,000 Saints were on the road. Brigham Young personally directed this massive odyssey, which involved the allocation of foodstuffs, wagons, oxen, and Church property to organized companies setting out on the trail. The preparation and the move through Iowa took so long that none of the companies could reach the Rocky Mountains that year, as was hoped.

This demanding Iowa experience taught Brigham Young valuable lessons about men and organization that he used throughout his years of leadership. He also learned anew that when human resources prove inadequate, one must turn in faith to God. ("Pray as if everything depended upon God, and work as if everything depended upon you.")

Brigham Young set out with an advance group of 143 men, 3 women, and 2 children on April 5, 1847. Delayed by illness, he arrived in the Salt Lake Valley on July 24, a few days behind the advance party. Once he saw the valley with his own eyes, he announced it as the right place for a new headquarters city and confirmed that the region would be the new gathering place.

He also identified the exact spot for a temple in what became Salt Lake City. He directed the exploration of the region, and broke ground in 1853. The temple was completed in 40 years (in 1893), 16 years after he died. The Salt Lake Temple was the 4th temple built in Utah but first one started. It is the largest LDS temple in terms of square footage. The walls of the Salt Lake Temple are nine feet thick at the base and six feet thick at the top.

With thousands of Saints arriving from the eastern United States and Europe, colonization demanded Brigham Young's attention. Under his direction, four kinds of colonies were established: first, settlements intended to be temporary places of gathering and recruitment, such as Carson Valley in Nevada; second, colonies to serve as centers for production, such as iron at Cedar City, cotton at St. George, cattle in Cache Valley, and sheep in Spanish Fork, all in Utah; third, colonies to serve as centers for proselytizing and assisting Indians, as at Harmony in southern Utah, Las Vegas in southern Nevada, Lemhi in northern Idaho, and present-day Moab in eastern Utah; fourth, permanent colonies in Utah and nearby states and territories to provide homes and farms for the hundreds of new immigrants arriving each summer. Within ten years, nearly 100 colonies had been planted; by 1867, more than 200; and by the time of his death in 1877, nearly 400 colonies. Clearly, he was one of America's greatest colonizers.

Brigham gave some 500 sermons in pioneer Utah that were recorded word for word by a stenographer. These, all delivered without a prepared text, may have seemed rambling in organization, but they were well thought out and suggest remarkable mental acuity. They were well adapted to his audiences. The Discourses of Brigham Young were like "fireside chats," an informal "talking things over" with his audiences. Interweaving subjects as diverse as women's fashion, the Atonement of Christ, recollections of Joseph Smith, and how to make good bread, Brigham kept his audiences enthralled, amused, and in tears, sometimes for hours. He inspired, motivated, taught, and encouraged.

The Latter-day Saints had settled among various tribes of Native Americans. Intent upon helping them, converting them, and avoiding bloodshed, Brigham established

Indian farms, took Indians into his own home, advocated a policy of "feeding them is cheaper than fighting them," and held periodic meetings with chiefs. His policies were not always successful, but he consistently sought peaceful solutions and firmly opposed the all-too-common frontier practice of shooting Indians for petty causes.

A believer in adapting the newest technology to the advantage of LDS society, Brigham Young contracted in 1861 to build the transcontinental telegraph line from Nebraska to California, and then proceeded to erect the 1,200-mile Deseret Telegraph line from Franklin, Idaho, to northern Arizona. This connected nearly all Mormon villages with Salt Lake City and, through that connection, with the world. While the transcontinental railroad was under construction, he negotiated for contracts with Union Pacific and Central Pacific for LDS contractors to build the roadbeds east of Salt Lake City into part of Wyoming and west well into Nevada. He opened the doors of the University of Deseret (later renamed the University of Utah) for both young men and women; encouraged women to become professionally trained, especially in medicine; and gave women the vote. In 1875 he established Brigham Young Academy (renamed Brigham Young University), in 1877 Brigham Young College (Logan, Utah) and the Latter-day Saints College (now LDS Business College).

When Brigham Young left this world, his last words were "Joseph! Joseph! Joseph!" which suggested to some that the influence Joseph Smith had on Brigham Young had continued up until Brigham Young's final breath. Others believe that Joseph Smith was greeting Brigham Young as his soul departed from this life.

Having surveyed Brigham Young's life, I have a keener appreciation for why Peter Drucker holds him in such high esteem.

The Elephant in the Room

When All Else Fails, Turn to Profanity

I am sitting in a bookstore as I write this. Right next to me is a table displaying some random books for sale. One of them is titled *You Are A Badass* by Jen Sincero. I'm not sure how Ms. Sincero would know that about each person who may deign to pick up her book to read it. But I don't really care. And I haven't even read the book just to the right of it, Mark Manson's *The Subtle Art of Not Giving a F*ck*. Subtle?

There's another small book on this table. This one is titled *Sh*t Trump Says*. There is no author, which was probably a wise choice on the part of the author.

On the far side of this same table is a stack of books titled *Get Your Sh*t Together* by Sarah Knight. The cover proudly displays one of her previous accomplishments, another book with the title *The Life-Changing Magic of Not Giving a F*ck*.

The one thing Ms. Knight and these other authors have in common is the common plight that she has run out of new ideas. And so she plunges into the gutter of the English language in the hopes that the riff-raff among us will buy her books simply out of a sense of devotion and admiration for that which is little more than imprecation. Whatever her gifts might consist of, they are not likely found in writing high quality content, as it's evident that she and her publisher believe that her books won't sell unless they plaster a title on them with an expletive. As there are only so many expletives in the English language, she probably won't do very well as a writer. She will run out of foul words to draw upon for future book titles.



At what point did having a potty-mouth become so vogue?

With my curiosity piqued, I did a quick Google search and discovered there are quite a few books out there with expletives in the title. A February 1, 2017 *Wall Street Journal* piece noted that "A growing number of books with titles featuring curse words are racking up sales. They're also earning negative reviews from some American consumers and complicating marketing for authors and booksellers." Sold a bill of goods.

When people resort to the lowest forms of expression, rather than the highest, most elevating forms, they are doomed, in spite of any short-term spike in sales. Profanity is vacuous. People want to evolve. People desire an elevated experience. People wish to be uplifted. People prefer edification over grunge.

Check out [my website](#) for tools to help you with your career, your presentations, and other matters.

Shameless Plug

Is Your Résumé Overdue For an Overhaul?

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* * * * *

"I purchased Norwood's résumé guide last month and it's amazing! He goes through the processes step-by-step and you end up with not only a résumé that will get you that interview, but the skills necessary to be confident so you succeed in your interviews resulting in you receiving job offers (yes, offers)." -- D Smith, Santa Clarita, California

"I could not have gotten my first job without your expertise. Thank you so much! I learned that I had to reword and improve my résumé in order to be taken seriously in the workforce. I had been given tips from my professors in Health Science and other professionals but your advice was just what I needed. It took weeks of frustration waiting for interview calls when I happened to stumble across your website and discovered that I needed help. Your publication enlightened me with your knowledge on the wording and format needed to attract an employer. Furthermore, your booklet helped me recognize certain skills and work experience that I would have never considered important until you got me thinking about it. Thanks for a great product!" -- R. Espana, Valencia, California

From Ara's Journal

New Beginnings

Life is . . . interesting.

Life. . . can throw us curveballs.

Life. . . provides us never-ending opportunities to fail, to rebound, to learn, to do better.

Life. . . is fraught with routine and predictability, and then sudden unpredictability of the "I-Didn't-See-That-Coming" variety.



Life. . . brings anguish and deep disappointment, and then one's fortunes can occasionally turn and suddenly there is a pleasant and welcome surprise entering our orbit.

Life. . . does have meaning, even when we do not perceive it.

Life. . . will one day end here, and then? We'll find out. . .

. . . Or we won't.

The World of Words

Recidivism

Building Your Power of Expression

Recidivism, n.

Pronunciation: rə'sidəvɪzəm



Meaning: Very simply, recidivism is the tendency of a convicted criminal to reoffend.

Usage:

- *The prison has succeeded in reducing recidivism.*
- *Violent criminals in America have shockingly high rates of recidivism.*
- *Recidivism is part of the social contract in this society of freedom and justice for all.*

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).

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