

Comeback Offer!

If you'd like to purchase copies of this book or Bible study for yourself or your group, visit our website at www.navpress.com and check out the special discounts for our web customers.

“No volume for the armchair dreamer who longs for results, this author’s collection is a spirited manual for action, for risk taking and courageous leaps. It is a call to march with intuition and clarity toward solution and truth. Roll up your sleeves when you tackle this ‘tiger’; you are headed for adventure that will inspire any who dare to follow.”

—MARK O. HATFIELD, U.S. senator, retired

Sample from *Never Scratch a Tiger With a Short Stick*/ ISBN 1576833429
Copyright © 2002 NavPress Publishing. All rights reserved. To order copies of
this resource, come back to www.navpress.com.

Never

Scratch a Tiger with a Short Stick

And Other
Quotations
for Leaders

COMPILED BY
GORDON S. JACKSON



NAV PRESS

BRINGING TRUTH TO LIFE

P.O. Box 35001, Colorado Springs, Colorado 80935



OUR GUARANTEE TO YOU

We believe so strongly in the message of our books that we are making this quality guarantee to you. If for any reason you are disappointed with the content of this book, return the title page to us with your name and address and we will refund to you the list price of the book. To help us serve you better, please briefly describe why you were disappointed. Mail your refund request to: NavPress, P.O. Box 35002, Colorado Springs, CO 80935.

The Navigators is an international Christian organization. Our mission is to reach, disciple, and equip people to know Christ and to make Him known through successive generations. We envision multitudes of diverse people in the United States and every other nation who have a passionate love for Christ, live a lifestyle of sharing Christ's love, and multiply spiritual laborers among those without Christ.

NavPress is the publishing ministry of The Navigators. NavPress publications help believers learn biblical truth and apply what they learn to their lives and ministries. Our mission is to stimulate spiritual formation among our readers.

© 2003 by Gordon S. Jackson

All rights reserved. No part of this publication may be reproduced in any form without written permission from NavPress, P.O. Box 35001, Colorado Springs, CO 80935.
www.navpress.com

ISBN 1-57683-342-9

Cover design by David Carlson

Photo by PhotoDisc

Creative Team: Don Simpson, Kathy Rue, Glynese Northam

Unless otherwise identified, all Scripture quotations in this publication are taken from the HOLY BIBLE: NEW INTERNATIONAL VERSION® (NIV®). Copyright © 1973, 1978, 1984 by International Bible Society. Used by permission of Zondervan Publishing House. All rights reserved.

Never scratch a tiger with a short stick and other quotations for
leaders / compiled by Gordon S. Jackson.

p. cm.

Includes bibliographical references and index.

ISBN 1-57683-342-9

1. Leadership--Quotations, maxims, etc. I. Jackson, Gordon, 1949-

BF637.L4N48 2003

158'.4--dc21

2003002395

Printed in the United States of America

1 2 3 4 5 6 7 8 9 10 /08 07 06 05 04 03

FOR A FREE CATALOG OF
NAVPRESS BOOKS & BIBLE STUDIES,
CALL 1-800-366-7788 (USA)
OR 1-416-499-4615 (CANADA)

TOPICS BY CATEGORY

PART 1: THE NATURE OF LEADERSHIP		PART 3: LEADERS AS INDIVIDUALS—THEIR PERSONAL QUALITIES	
Leadership—Characteristics and Qualities.....	102	Anger.....	26
Leadership Defined	108	Boldness	28
PART 2: THE LEADERSHIP ENVIRONMENT—ITS DEMANDS AND OPPORTUNITIES		Character.....	34
Change	29	Courage.....	45
Crises.....	50	Enthusiasm	64
Critics and Criticism	52	Fear	73
Difficulties.....	60	Hope and Despair	82
Followers	75	Humility	84
The Future	77	Individuality	89
Leadership—Its Difficulties and Demands	111	Integrity and Reputation	93
Media Relations.....	118	Patience	139
Opportunity	132	Persistence	146
Organizational Structures ..	134	Self-Discipline	176
Pressures and Temptations	160	Servant Leadership	180
Problems and Problem Solving.....	164	Wisdom.....	198
		PART 4: THE LEADER'S TOOLKIT—RESOURCES FOR THE TASK	
		Advice	22
		Clear Thinking	38

Communication	40	Effort and Work	63
Creativity.....	48	Excellence	66
Experience.....	67	Failure	69
Fundamentals	76	Leadership—Tasks and Duties	115
Goals	80	Mistakes	128
Ideas	87	Results.....	172
Initiative	91	Success.....	183
Intuition and Instincts.....	98		
Judgment.....	100	PART 6: THE LEADER'S CAREER	
Open-mindedness	130	Ambition—Promise and Pitfalls	24
People Skills	140	Fame and Recognition.....	71
Perspective	148	Leadership— Finishing Well.....	112
Planning	150	Mentoring.....	121
Power and Authority	152	Self-Renewal	177
Preparation	158	Values and Beliefs	193
Priorities	161		
Responsibility	170	PART 7: MISCELLANEOUS	
Risk	173	Leadership— Miscellaneous.....	113
Talent	186	Miscellaneous Advice and Insights	123
Technology	187		
Time and Time Management	190		
Vision	195		
		PART 5: LEADERSHIP AT WORK —ITS OUTCOMES	
		Action	19
		Decision Making.....	54

TOPICS IN ALPHABETICAL ORDER

1. Action	19	24. Fundamentals	76
2. Advice	22	25. The Future	77
3. Ambition—Promise and Pitfalls	24	26. Goals	80
4. Anger.....	26	27. Hope and Despair	82
5. Boldness	28	28. Humility	84
6. Change	29	29. Ideas	87
7. Character.....	34	30. Individuality	89
8. Clear Thinking	38	31. Initiative	91
9. Communication	40	32. Integrity and Reputation	93
10. Courage.....	45	33. Intuition and Instincts ..	98
11. Creativity	48	34. Judgment.....	100
12. Crises.....	50	35. Leadership— Characteristics and Qualities	102
13. Critics and Criticism	52	36. Leadership Defined	108
14. Decision Making.....	54	37. Leadership—Its Difficulties and Demands	111
15. Difficulties.....	60	38. Leadership—Finishing Well	112
16. Effort and Work	63	39. Leadership— Miscellaneous	113
17. Enthusiasm	64	40. Leadership—Tasks and Duties	115
18. Excellence	66	41. Media Relations.....	118
19. Experience.....	67		
20. Failure	69		
21. Fame and Recognition..	71		
22. Fear	73		
23. Followers	75		

42. Mentoring	121	56. Priorities	161
43. Miscellaneous Advice and Insights	123	57. Problems and Problem Solving	164
44. Mistakes	128	58. Responsibility	170
45. Open-mindedness	130	59. Results	172
46. Opportunity	132	60. Risk	173
47. Organizational Structures	134	61. Self-Discipline	176
48. Patience	139	62. Self-Renewal	177
49. People Skills	140	63. Servant Leadership	180
50. Persistence	146	64. Success	183
51. Perspective	148	65. Talent	186
52. Planning	150	66. Technology	187
53. Power and Authority ..	152	67. Time and Time Management	190
54. Preparation	158	68. Values and Beliefs	193
55. Pressures and Temptations	160	69. Vision	195
		70. Wisdom	198

A C K N O W L E D G M E N T S

Several sets of thanks are due. First, I'm grateful to Keith Beebe, Laura Bloxham, Rick Boutz, Jack Burns, Mo Copeland, Carl Green, Helen Higgs, Mark Mosrie, Greg Orwig, Frieda and Min Warshore, and Bill Zobrist for their help in introducing me to some of the quotations included in this collection or for reading various drafts of the manuscript.

Next, I am indebted to the many writers on leadership, both scholarly and popular, from whose work I have drawn directly and to those scores of anthologists whose efforts have provided much additional material.

Finally, thanks also are due to Martha Brown for her consistently fine secretarial help, and to my wife, Sue, and daughter, Sarah, who helped with the less-than-scintillating task of manuscript preparation.

I N T R O D U C T I O N

Whether they welcome the task or not, leaders are continually called upon to scratch the tigers in the organizations they serve. They must do so not knowing exactly where the tiger is itching, how long a stick to use, or just how hard to scratch. Scratching too softly won't satisfy the tiger, and scratching too hard could introduce a host of new problems. All the leader knows is that the tiger is there, he's itchy, and the leader is the one to whom it falls to carry out this high-stakes task. He or she must do so with courage and skill, relying on incomplete information, and in full view of a captivated audience, not all of whom necessarily want a contented tiger.

This notion of scratching a tiger, and finding the right-sized stick to do so, encapsulates some key aspects of a leader's duties. For every leader has three basic concerns: the task at hand, the tools to do it, and the wisdom to know how to proceed. But as with any metaphor, this one too can be carried beyond its usefulness; its purpose here is simply to indicate that this commonsense advice exemplifies well the purpose of this anthology. And that is to offer leaders useful reminders of principles they already know, as well as fresh ideas to equip them for their roles and enable them to think in new ways about the nature, demands, and rewards of leadership.

The quotes included here derive from two assumptions. The first is that in addition to its highly public nature, leadership has a core of qualities that is common to leaders throughout society. Thus, whether you're a CEO of a Fortune 500 corporation or a mid-level manager, a school principal, a member of Congress, a pastor or rabbi, a military officer, or a director of an inner-city food bank, as a leader you have taken on a particular set of explicit and implicit responsibilities. All leaders, regardless of their sphere of operation, need to be concerned with who's following them and why, what kind of leadership they are providing, where they intend to go, and how they intend to get there. This anthology is designed to help you think through your commitments in each of those areas.

In addition to assuming that leaders have core qualities in common, this book also assumes that leaders never stop learning to lead. Like doctors, lawyers, and teachers, for example, leaders constantly need to expand their knowledge and perspectives and be reminded of what they already know. Warren Bennis and Burt Nanus say that learning leadership is like learning to play the violin in public. The quotes selected here are therefore designed to help anyone who's learning that instrument. Whether beginners, fairly adept, or playing at concert hall levels, leaders share several characteristics. Not the least of which is their common need for the encouragement, inspiration, reminders of basics, warnings or sound advice that this volume is designed to provide.

To provide an eclectic set of insights on these key dimensions of leadership, I've tried to select quotes whose familiarity

indicates they've already proven their lasting value, as well as lesser known contributions that can offer you new ideas and perspectives. The quotations are divided into seventy topics, which are arranged by alphabetical order and are cross-referenced to each other. An additional list of contents is provided on page 7, in which the topics are clustered into seven sections. This listing will be useful if you're seeking quotations that deal with a more focused area, such as "The Nature of Leadership," for example, or "The Leader's Career." You can also search for quotations by author, using the author index at the end of the book.

This anthology is indebted to numerous leadership books and a wide range of other written materials, including other collections of quotations. Quotes from these sources have augmented my own collection of quotations that I have compiled over the past several decades. While I have striven for as high a level of accuracy as possible in recording the hundreds of voices represented here, it is inevitable that some errors, misquotations, or incorrect attributions will be included. Tracking down the precise and original wording of a quote is sometimes a slippery task, as is determining who in fact said or wrote a quote attributed to several speakers or writers. Where necessary, I've tried to find the most reliable and authoritative versions of the quotations I've included. On occasion, I've provided brief descriptions of the speaker or the context of the quote where I thought that would enrich your understanding.

Despite my attempts to present a breadth of perspectives in this collection, relatively few quotations come from

non-western sources. The reason that American and British sources dominate is not because these writers and speakers have a monopoly on thinking about leadership. Regrettably, written quotes from non-western sources are comparatively scarce. Similarly, most of the quotes are from men, reflecting the reality that male voices have typically dominated leadership roles in virtually all sectors of our society. Also, some quotations refer to “man,” “men,” “mankind,” or similar generic references to people. As products of an earlier era, these quotations lack the inclusive language that increasingly marks contemporary English. In keeping with a concern to record all quotations accurately, these were included unchanged.

Some of the material that follows draws in part from the prodigious amount of scholarly and popular literature on leadership that has appeared in the past two decades, as this concept has received increasing attention in contemporary western society. Yet this anthology is not intended to provide a systematic overview of this rich body of material. What follows is purely a personal selection of quotes that I believe will appeal to people in leadership positions. Nor does this volume seek to reflect or advance any one of the several schools of thought currently marking our understanding of leadership. If this book has a bias, it would be toward the notion of servant leadership, a concept popularized by Robert Greenleaf. And if it has a bias against any material, it would be to exclude or minimize the cynicism toward leadership that tends to mark much popular culture in the

contemporary United States. Far from seeing managers and leaders with the cynical or even nihilistic views of cartoon characters like “Dilbert” or “The Simpsons,” this volume unapologetically regards good leadership as something to be encouraged and nurtured at all levels and in all sectors of our society. Leaders we will always have with us; our task is to seek out, nurture, and hold accountable the best ones we can. It is my hope that this book can in some modest way help to attain that end.

ACTION

The greatest pleasure in life is doing what people say you cannot do.

—WALTER BAGEHOT

Action springs not from thought, but from a readiness for responsibility.

—DIETRICH BONHOEFFER

Nothing is more terrible than activity without insight.

—THOMAS CARLYLE

Talk doesn't cook rice.

—CHINESE PROVERB

Deliberation is a function of the many; action is the function of one.

—CHARLES DE GAULLE

O Lord God, when Thou givest to thy servants to endeavour any great matter, grant us also to know that it is not the beginning, but the continuing of the same until it is thoroughly finished, which yieldeth the true glory.

—SIR FRANCIS DRAKE

Hell, there are no rules here—we're trying to accomplish something.

—THOMAS EDISON

First say to yourself what you would be; and then do what you have to do.

—EPICTETUS

If you think you can do a thing or think you can't do a thing, you're right.

—HENRY FORD

You have a zero percent scoring average on shots you don't take.

—WAYNE GRETZKY

Never confuse motion with action.

—ERNEST HEMINGWAY

To dispose a soul to action we must upset its equilibrium.

—ERIC HOFFER

Deliberate with caution, but act with decision; and yield with
graciousness or oppose with firmness.

—CHARLES HOLE

The biggest sin is sitting on your ass.

—FLORYNCE KENNEDY

It is motive alone that gives character to the actions of men.

—JEAN DE LA BRUYÈRE

I have always thought the actions of men the best interpreters
of their thoughts.

—JOHN LOCKE

Trust no Future, howe'er pleasant! Let the dead Past bury its
dead! Act—act in the living Present!

—HENRY WADSWORTH LONGFELLOW

Existence was given us for action. Our worth is determined
by the good deeds we do, rather than by the fine emotions we
feel.

—E. L. MAGOON

There comes a moment when you have to stop revving up the
car and shove it into gear.

—DAVID MAHONEY

You don't think much of my methods. I don't either. But I like
my way of doing it better than your way of not doing it.

—DWIGHT L. MOODY

Action, to be effective, must be directed to clearly conceived ends.

—JAWAHARLAL NEHRU

Don't tell me it can't be done until you have spent at least four hours trying.

—BOB PIERCE

The whole point about getting things done is knowing what to leave undone.

—LADY READING

Pray to God but keep rowing toward the shore.

—RUSSIAN PROVERB

Heaven never helps the man who will not act.

—SOPHOCLES

It is not the same to talk of bulls as to be in the bull ring.

—SPANISH PROVERB

To understand is hard. Once one understands, action is easy.

—SUN YAT SEN

If thou has commenced a good action, leave it not incomplete.

—THE TALMUD

We should be taught not to wait for inspiration to start a thing. Action always generates inspiration. Inspiration seldom generates action.

—FRANK TIBOLT

Life does not consist in thinking, it consists in acting.

—WOODROW WILSON

See also Change; Effort and Work; Initiative; Results

ADVICE

If you really want to give me advice, do it on Saturday afternoon between one and four o'clock, when you've got twenty-five seconds to do it, between plays. Don't give me advice on Monday. I know the right thing to do on Monday.

—ALEX AGASE, FOOTBALL COACH

There are few if any ways to determine previously the rightness or wrongness of certain courses of action. There is, however, a helpful principle. He who seeks the advice and counsel of others will be more right than if he did not.

—LAWRENCE APPLEBY

Advice is judged by results, not by intentions.

—CICERO

Never give advice unless asked.

—GERMAN PROVERB

To accept good advice is but to increase one's own ability.

—JOHANN WOLFGANG VON GOETHE

Advice is less necessary to the wise than to fools, but the wise derive most advantage from it.

—FRANCESCO GUICCIARDINI

Whatever advice you give, be short.

—HORACE

He is bad that will not take advice, but he is a thousand times worse who takes every advice.

—IRISH PROVERB

Advice is what we ask for when we already know the answer but wish we didn't.

—ERICA JONG

No man is so foolish but he may sometimes give another good counsel, and no man so wise that he may not easily err if he takes no other counsel than his own. He that is taught only by himself has a fool for a master. —BEN JONSON

You will always find a few Eskimos ready to tell the Congolese how to cope with the heat. —STANISLAW LEC

Good counsel has no price. —GIUSEPPE MAZZINI

Every man, however wise, needs the advice of some sagacious friend in the affairs of life. —PLAUTUS

Kings stand more in need of the company of the intelligent than the intelligent do of the society of kings. —SAADI

The true secret of giving advice is, after you have honestly given it, to be perfectly indifferent whether it is taken or not and never persist in trying to set people straight. —HANNAH WHITALL SMITH

Many receive advice, few profit by it. —PUBLILIUS SYRUS

The President cannot function without advisers or without advice, written or oral. But just as soon as he is required to show what kind of advice he has had, who said what to him, or what kind of records he has, the advice he receives will be worthless. —HARRY S. TRUMAN

The President hears a hundred voices telling him that he is the greatest man in the world. He must listen carefully indeed to hear the one voice that tells him he is not. —HARRY S. TRUMAN

AMBITION — PROMISE AND PITFALLS

Ambition is the subtlest Beast of the Intellectual and Moral Field. It is wonderfully adroit in concealing itself from its owner.

—JOHN ADAMS

Ambition can creep as well as soar.

—EDMUND BURKE

To reach the height of our ambition is like trying to reach the rainbow; as we advance it recedes.

—EDMUND BURKE

He who sacrifices his conscience to ambition burns a picture to obtain the ashes.

—CHINESE PROVERB

It is by attempting to reach the top in a single leap that so much misery is caused in the world.

—WILLIAM COBBETT

Ambition makes the same mistake concerning power, that avarice makes as to wealth. She begins by accumulating it as a means to happiness, and finishes by continuing to accumulate it as an end.

—CHARLES CALEB COLTON

All ambitions are lawful except those which climb upward on the miseries or credulities of mankind.

—JOSEPH CONRAD

Time was when I could not sleep for ambition. I thought of nothing but fame and immortality. I could not bear the idea of dying and being forgotten.

—ANTHONY ASHLEY COOPER

Accurst ambition,
How dearly I have bought you.

—JOHN DRYDEN

The significance of a man is not in what he attains but rather
in what he longs to attain.

—KAHLIL GIBRAN

Nothing arouses ambition so much in the heart as the trum-
pet-clang of another's fame.

—BALTSAR GRACIÁN

Ambition is not a weakness unless it be disproportioned to
the capacity. To have more ambition than ability is to be at
once weak and unhappy.

—G. S. HILLARD

Where ambition ends happiness begins.

—HUNGARIAN PROVERB

Whenever a man has cast a longing eye on offices, a rotten-
ness begins in his conduct.

—THOMAS JEFFERSON

The slave has only one master; the ambitious man has as
many as there are persons whose aid may contribute to the
advancement of his fortunes.

—JEAN DE LA BRUYÈRE

One often passes from love to ambition but rarely returns
from ambition to love.

—DUC DE LA ROCHEFOUCAULD

Ambition is so powerful a passion in the human breast, that
however high we reach we are never satisfied.

—MACHIAVELLI

Avarice walks among us disguised as ambition.

—EZRA J. MISHAN

Ambition is the spur that makes men struggle with destiny. It
is heaven's own incentive to make purpose great and achieve-
ment greater.

—DONALD G. MITCHELL

ABOUT THE AUTHOR

GORDON S. JACKSON is the associate dean for academic affairs at Whitworth College in Spokane, Washington, and has taught journalism there since 1983. Gordon grew up in South Africa where he worked as a journalist for a news magazine. He received his undergraduate education in South Africa before obtaining a doctorate in mass communications at Indiana University. Gordon has written five books, including *Quotes for the Journey*, *Wisdom for the Way* (NavPress).

CONTINUE TO GROW AS A LEADER.

Quotes for the Journey, Wisdom for the Way

A great collection of quotes that will inspire and challenge
you and those you speak to or lead.

By Gordon S. Jackson

Spirituality and Leadership

Gain insight based on Scripture and practical experience to
help you become the spiritual leader God wants you to be.

By Alan E. Nelson

Executive Influence

Personal stories and practical advice from Christian
executives that will help believers become more
effective witnesses at work.

By Christopher A. Crane and Mike Hamel

To get your copies, call 1-800-366-7788,
or log on to www.navpress.com. Ask for a FREE catalog of
NavPress products.
Offer #BPA.

NAVPRESS 
BRINGING TRUTH TO LIFE
www.navpress.com