LEADERSHIP MATTERS: VISION

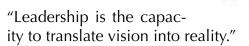
The Substance of Leadership: Vision, Courage, Passion

The Struggles of Leadership: Decision Making, Team Building, Conflict Management

The Strategies of Leadership: Credibility, Communication, Creativity

LEADERSHIP IS...

"Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations." PETER DRUCKER



WARREN BENNIS

Leadership

"A Leader: An individual who created an alchemy of vision that moved people from where they were to places they have never been before."

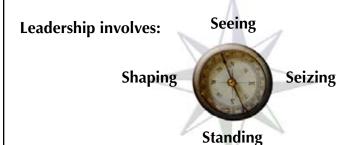
HENRY KISSINGER

"Leadership is disciplined passion."

JAMES KOUZES and BARRY POSNER

"Leadership is influence." JOHN MAXWELL

"Leadership is the special quality which enables people to stand up and pull the rest of us over the horizon." JAMES L. FISHER



SIX VALUES OF A PERSONAL VISION

1. Vision is a perspective that changes the way I see my present reality.

"A leader is one who sees more than others see, who sees farther than others see, and who sees before others do." LEROY EIMS

Vision helps me keep what matters in life in focus.

2. Vision involves a process that develops a positive plan of action.

Vision takes the time to gather the facts.

3. Vision is a persuasion that enables me to move from my current circum-

stances to create effective change.

Vision provides me with fuel.

"If the blind leads

fall into a ditch."

DAVID H. McKINLEY

the blind, both will

4. Vision provides a pilot light that allows me to turn my daily activities into a great life purpose.

"A task without vision is drudgery. A vision without a task is a dream. A task with vision is hope."

Vision creates fire in my bones.

5. Vision creates a partnership that deepens relationships and energizes productivity.

Vision builds my friendships.

6. Vision prompts me to seek God for guidance and strength.

Vision will challenge my faith.



LEADERSHIP MATTERS: COURAGE

"It is better to live one day as a lion than a hundred years as sheep." ITALIAN PROVERB

Do you want to be a courageous person? When we think of the word "courage," our thoughts often go to the extremes in life: burning building, icy pond. But courage is needed in the daily affairs of life.

"Courage is rightly esteemed the first of human qualities because it is the quality which guarantees all others."

WINSTON CHURCHILL

CONSIDER THE INGREDIENTS OF COURAGEOUS LEADERSHIP

Responsibility

We need to follow Nehemiah's example and personalize the needs of others.

Risk

"Courage is not based on certainty in the circumstances, but certainty of character that must respond to the circumstances."

"Courage is fear that has said its prayers."

KARLE WILSON BAKER

Reward

This is where vision drives courage. It is not the conflict, risk, or responsibility, but the desired outcome and objective. The vision of the reward is what drives leaders to take a stand and seize the moment.

Resolve

"Courage is not the absence of fear, but rather the judgment that something else is more important than fear." AMBROSE REDMOON

For God has not given us the spirit of fear, but of power, and of love, and of a sound mind.

2 TIMOTHY 1:7

CONCENTRATE ON THE IMPACT OF

COURAGEOUS LEADERSHIP

Moral Courage in the Marketplace

Operate ethically and honestly in the marketplace.

Relational Courage in the Home

Sometimes is seems easier to dissolve a relationship than to resolve a conflict. For a marriage to flourish,

> there is the necessity of intimacy and honesty.

<u>Spiritual Courage in Daily</u> Life

It takes courage to become a Christian and follow Christ.

CAN I IMPROVE ON COURAGE AND LEADERSHIP?

Face Off With Fear

Who is your captor? Where is your complacency? How are

you compromising?

"If the blind leads

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DAVID H. McKINLEY

the blind, both will

"Courage is resistance to fear, mastery of fear—not absence of fear. Except a creature be part coward, it is not a compliment to say it is brave." MARK TWAIN

Focus on What is Really Important in Life

"The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy." DR. MARTIN LUTHER KING

Factor the Cost Failure Over Missed Opportunity

Find Inspiration in the Daily Lives of Courageous People

Don't miss the stories of those who with will and faith chose to not let life ensnare them.

"Courage doesn't always roar. Sometimes it is a voice at the end of the day that says, 'I'll try again tomorrow.'" MARY ANN RADMACHER

"Faith It" Till You Make It

When you begin to trust God and move forward with Him, you will be amazed to discover how His power can be released in your life and circumstances.



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LEADERSHIP MATTERS: PASSION Part 1

Passion is "intense, driving or an over mastering feeling..." WEBSTER

Progression in the book of Nehemiah:

- "...sorrow of heart..." NEHEMIAH 2:2
- "...I told no one what my God had put in my heart to do..." NEHEMIAH 2:12
- "Then I said to them, "'You see the distress that we are in, how Jerusalem lies waste, and its gates are burned with fire. Come and let us build the wall of Ie-

rusalem, that we may no longer be a reproach.' And I told them of the hand of my God which had been good upon me, and also of the king's words that he had spoken to me. So they said, 'Let us rise up and build.' Then they set their hands to this good work."

NEHEMIAH 2:17-18

• "So we built the wall, and the entire wall was joined together up to half its height, for the people had a mind to work." NEHEMIAH 4:6

Nehemiah transferred his passion to the people: his heart to their heads and hands.

PASSION TRANSFORMS MUNDANE EXISTENCE INTO PEAK PERFORMANCE

When passion is present, it gives momentum to all you do. Instead of dragging, lagging and sagging, there is pace, purpose, and productivity.

"The most powerful weapon on earth is the human soul on fire."

FIELD MARSHALL FERDINAND FOCH

Passion is the RHYTHM of a Leader's Heart

Just as a band marches to rhythm, you have a rhythm of heartbeat that drives you day after day. It is the cadence of your daily activities and the repetitive sound of what you want and desire

most in life. This what other people hear and feel when they are around you.

Passion is the ENERGY of Your Extra Innings

During the "race for space," the staff at NASA spent hours and hours without sleeping or eating because they had a passion to ac-

complish a dream. It was not just the challenge of an American president, it was the passion of a group of scientists and engineers.

"Nobody can be successful unless he loves his work." DAVID SARNOFF

"I can't imagine a person becoming a success who doesn't give this game of life everything he's got." WALTER CRONKITE

Passion is the MAGNET of Your Leadership Style

There are all kinds of leaders, but they all have one thing in common: their passion is transferred to others.

"When you set yourself on fire, people love to come and see you burn." JOHN WESLEY

Passion is the "TRUE NORTH" of Your Life Direction

Example: The "true north" of Ken Cooper and the Cooper Aerobics Center: "It is easier to maintain good health than to regain it once it is lost."



LEADERSHIP MATTERS: PASSION Part 2

Review . . .

PASSION TRANSFORMS MUNDANE EXISTENCE INTO PEAK PERFORMANCE

- Passion is the RHYTHM of a Leader's Heart
- Passion is the ENERGY of Your Extra Innings
- Passion is the MAGNET of Your Leadership Style
- Passion is the "TRUE NORTH" of Your Life Direction

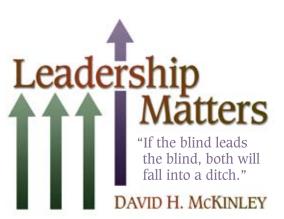
What do you do that is most effortless from your perspective?

In what areas do people consider you the "go to" person?

What do you enjoy most about your current job?

What do you wish you could delegate?

What do you do that others most recognize or compliment?



What environments do you most enjoy working in?

What environments do you avoid?

What kind of advice do people seek from you?

If you could focus more time and attention on one or two aspects of your job, what would they be?

Questions taken from <u>The Next</u> <u>Generation Leader</u> by Andy Stanley

PASSION DIMS WITH DISCOURAGEMENT

Then I said to the nobles, the officials and the rest of the people, "The work is extensive and spread out, and we are widely separated from each other along the wall. Wherever you hear the sound of the trumpet, join us there. Our God will fight for us!" So we continued the work with half the men holding spears, from the first light of dawn till the stars came out. NEHEMIAH 4:19-21

- Fatigue
- Failure
- Fear
- Frustration

Above all else, guard your heart, for it affects everything you do. PROVERBS 4:23

PASSION IS REKINDLED WHEN OUR ENERGIES ARE REFOCUSED

"Failure does not arise from overwork, but ambiguity of purpose." HOWARD HENDRICKS

HOW DO I REKINDLE MY PASSIONS?

- Rest
- Read
- Reflect

- Record
- Release

"The secret of concentration is elimination."

HOWARD HENDRICKS

- Reclaim
- Rejoice

"One person with passion is better than forty people merely interested." E.M. FORSTER

PASSION IS CAUGHT, NOT TAUGHT

"You don't lead by pointing and telling people some place to go. You lead by going to that place and making a case."

KEN KESEY

"To lead yourself, use your head; to lead others, use your heart."

"Give me liberty or give me death." PATRICK HENRY

"I have a dream!" MARTIN LUTHER KING

"It doesn't take a big person to be used by God...but it does take all there is of him! You don't need a 5-foot water pipe to irrigate a garden...you can do it with a half-inch hose... assuming an adequate source—a connection between it and the hose—and an uncluttered channel."

DICK HALVERSON



LEADERSHIP MATTERS: DECISION MAKING

"There is no more miserable human being than one in whom nothing is habitual but indecision." WILLIAM JAMES

"Everyone makes decisions every day of their life. People are where they are today because of decisions they made in the past. Their present decisions determine what kind of people they will become in the future. Great leaders make great de-

cisions and accomplish great feats. Average leaders make average decisions and have a maintenance tenure. Poor leaders make poor decisions that hurt the cause and harm their followers. The law of decision-making may be the most important, yet most difficult, law of leadership to learn and consistently apply."

DR. ELMER TOWNS

"Nothing is more difficult, and therefore more precious, than to be able to decide."

NAPOLEON BONAPARTE

We have been studying the life of Nehemiah and his decision-making strengths. Even though he had a great task ahead of him and made progress in accomplishing this task, he also encountered problems.

Then I said to them, "You see the distress that we are in, how Jerusalem lies waste, and its gates are burned with fire. Come and let us build the wall of Jerusalem, that we may no longer be a reproach." NEHEMIAH 2:17

Then Judah said, "The strength of the laborers is failing, and there is so much rubbish that we are not able to build the wall." NEHEMIAH 4:10

After serious thought, I rebuked the nobles and rulers, and said to them, "Each of you is exacting usury from his brother." So I called a great assembly against them. NEHEMIAH 5:7

As you move through this week and the future, I want to give you an action plan for making decisions.

INVESTIGATE THE ISSUES

"It is a good thing to stand away from the canvas from time to time and take a full view of the picture." WINSTON CHURCHILL

"My athletes always follow my advice...unless it conflicts with what they want to do." $\mbox{LOU HOLTZ}$

Where there is no counsel, the people fall; but in the multitude of counselors there is safety. PROVERBS 11:14

He who answers before listening-that is his folly and his shame. PROVERBS 18:13

IDENTIFY THE IMPORTANT

"If you wish to avoid making a decision, either send a memo... or set up a committee to conduct an 'in-depth' study."

EPSON'S COMPLETE OFFICE COMPANION

"There is great wisdom in reserving one's decisions as long as possible and until all the facts and forces that will be potent at moment are revealed." WINSTON CHURCHILL

ITEMIZE THE IMPACT

Fools will believe anything, but the wise think about what they do.

PROVERBS 14:15 (NCV)

INITIATE THE ACTION

"Take time to deliberate, but when the time for action arrives, stop thinking and go in."

ANDREW JACKSON

WHY DO WE HESITATE?

Fear Factors

"You cannot win this war by sitting still." WINSTON CHURCHILL

Finishing Touches

*N*atters

"If the blind leads

fall into a ditch."

DAVID H. McKINLEY

the blind, both will

"Do not let the better become the enemy of the good."

WINSTON CHURCHILL

• Future Issues

"Only one link in the chain of destiny can be handled at a time." WINSTON CHURCHILL

Do not boast about tomorrow, for you do not know what a day may bring forth. PROVERBS 27:1 (NLT)

So don't worry about tomorrow, for tomorrow will bring its own worries. Today's trouble is enough for today. MATTHEW 6:34

Seek first the kingdom of God and His righteousness and all these things will be added to you. MATTHEW 6:33

IMPROVE YOUR INSIGHTS

"I would rather be right than consistent." WINSTON CHURCHILL

Just because you made one decision at one time does not mean that future progress and possibility will not change the course of that decision. Learn along the way and be open to changing your mind in the presence of new facts.

There is a way that seems right to a man, but its end is the way of death. PROVERBS 14:12



LEADERSHIP MATTERS: TEAM BUILDING

"If you want to go fast, go alone. If you want to go far, go together." AFRICAN PROVERB

T-E-A-M: Together Everyone Accomplishes More

Teamwork: Work done by several associates

with each doing a part but all subordinating personal prominence to the efficiency of the whole.

Under Nehemiah's leadership, the people rebuilding the wall of Jerusalem worked as a team to complete the job in record time.

Nehemiah 3: "Next to them..."

The question is not will you be involved in a team, but will your involvement make the team successful?

HOW TO BUILD AN A-TEAM

AIM

An A-Team has a clear focus on the goal. The team thinks together, sees together, and works together to accomplish the goal.

"Aim at nothing and you'll hit it every time."

ATTITUDE

An A-Team maintains a "can do" spirit in the middle of pressure, change, and intensity.

"A major reason capable people fail to advance is that they don't work well with their colleagues." LEE IACOCCA

"Light is the task where many share the toil." **HOMFR**

ALIGNMENT

To be truly effective, an A-Team must be clearly aligned in achieving the goal. Just like the alignment of a car, the team should expect check-ups and adjustments along the way.

"Some single mind must be master, else there will be no agreement in anything."

ABRAHAM LINCOLN

"No member of a crew is praised for the rugged individuality of his rowing."

RALPH WALDO EMERSON

ACTION

An A-Team has a standard of excellence.

"Life doesn't consist in think-

ing, it consists of acting." WOODROW WILSON

ACCOUNTABILITY

the blind, both will

fall into a ditch."

DAVID H. McKINLEY

An A-Team has a positive response and respect for authority.

ATONEMENT

It is easy to expose weakness and blame failure. An A-Team covers the weaknesses of others and supports their strengths.

"... love covers a multitude of sins." 1 PETER 4:8

APPRECIATION

An A-Team encourages and affirms others on the team.

AAA:

Accelerate>>>Advance>>>Achieve



LEADERSHIP MATTERS: CONFLICT MANAGEMENT

Conflict is an inevitable and unavoidable part of life and work.

Now it happened, when Sanballat, Tobiah, the Arabs, the Ammonites, and the Ashdodites heard that the walls of Jeru-

salem were being restored and the gaps were beginning to be closed, that they became very angry, and all of them conspired together to come and attack Jerusalem and create confusion. NEHEMIAH 4:7-8

Then Judah said, "The strength of the laborers is failing, and there is so much rubbish that we are not able to build the wall." And our adversaries said, "They will neither know nor see anything, till we come into their midst and kill

them and cause the work to cease." So it was, when the Jews who dwelt near them came, that they told us ten times, "From whatever place you turn, they will be upon us.

NEHEMIAH 4:10-12

Leadership

4 STEPS OF ACTION TO TAKE TOWARD CONFLICT

EXPECT IT

These things I have spoken to you, that in me you may have peace. In this world you will have tribulation; but be of good cheer, I have overcome the world. JOHN 16:33

Conflict Surrounds Us Everyday:

- Schedule Conflicts
- Personality Conflicts
- Financial Conflicts
- Marital Conflicts
- Organizational Conflicts
- Philosophical Conflicts

"Anything that moves causes friction."

"Visibility creates vulnerability."

EXAMINE IT

- Change?
- Competition?
- Constraints?
- Confusion?

that will allow your lieutenants to act effectively."

WINSTON CHURCHILL

Conduct?

- Sherman Tanks
- Bubble Busters
- Volcanoes
- Turtles

"If the blind leads

fall into a ditch."

DAVID H. McKINLEY

the blind, both will

- Cry Babies
- Nit Pickers

A soft answer turns away wrath, but harsh words stir up anger.

PROVERBS 15:1

A wholesome tongue is a tree of life, but perverseness in it breaks the spirit. PROVERBS 15:4

• Conceit?

What is causing the quarrels and fights among you? Isn't it the

whole army of evil desires at war within you? You want what you don't have, so you scheme and kill to get it. You are jealous for what others have, and you can't possess it, so you fight and quarrel to take it away from them. And yet the reason you don't have what you want is that you don't ask God for it. And even when you do ask, you don't get it because your whole motive is wrong—you want only what will give you pleasure.

JAMES 4:1-3

By pride comes only contention . . . PROVERBS 13:10

"If you are going to play together as a team, you've got to care for one another. You've got to love each other. Each player has to be thinking about the next guy." VINCE LOMBARDI

• Corruption?

"Conceal a flaw, and the world will imagine the worst."

ENGAGE IT

Rules of Engagement:

- 1. Stay in Control
- 2. Watch Your Timing
- 3. Focus on the Issue
- 4. Don't Bring Up the Past
- 5. Clean Up the Mess
- 6. Work Together

"It is essential that you should beforehand give the decisions



LEADERSHIP MATTERS: CREDIBILITY

In previous programs, we have talked about the *Substance of Leadership*: Vision, Courage, Passion. We have also discussed the *Struggles of Leadership*: Decision-Making, Team-Building, Conflict-Management. Today, we begin to address the *Strategies of Leadership* with the topic, *Credibility*.

Credibility is the priority strategy for authority in leadership.

"There are really only three kinds of people. Those who don't succeed, those who achieve success temporarily, and those who become and remain successful. Character is the only way to sustain success." JOHN MAXWELL

"Example is not the main thing in influencing others, it's the only thing." ALBERT SWITZER



A City in Ruins, Nehemiah 1:2 A People in Shame, Nehemiah 1:3 A Visionary Leader, Nehemiah 1:10 - 2:20 A Moment of Opportunity, Nehemiah 2:1-9

A Gathered People and a Shared Vision, Nehemiah 3

A Challenge, Some Critics, and a Conflict, Nehemiah 4

"To be trusted is a greater compliment than to be loved." GEORGE MacDONALD

T-R-U-S-T

TRUTH

Are you real and reliable in what you say and what you do? Do they line up? To be an effective leader, you must be a dealer in truth.

"Once you give up on integrity, the rest is a piece of cake." J.R. EWING

"Nothing compensates for lack of moral authority. No amount of communication skills, wealth, accomplishment, education, talent, or position can make up for a lack of moral authority. We all know plenty of people who have those qualities, but who exercise no influence over us whatsoever. Why? Because there

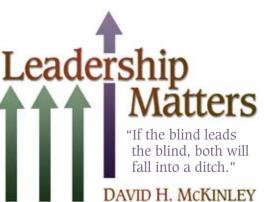
is a contradiction between what they claim to be and what we perceive them to be." ANDY STANLEY

RESPONSIBILITY

Rather than passing the blame, are you responsible to share the blame and spread the credit?

Blame . . .

Never affirms, it assaults.



Never restores, it wounds. Never solves, it complicates. Never unites, it separates. Never smiles, it frowns. Never forgives, it rejects. Never forgets, it remembers. Never builds, it destroys.

UNDERSTANDING

When dealing with others, seek first to understand and then to be understood. Understand there are things you

don't know and things you don't see. There are factors that can help to make you wise and successful.

Presumption will destroy your credibility.

SACRIFICE

Do you make personal sacrifices for something you truly believe in? Life investment adds impact to your authority.

"Now there's very little sense of sacrifice, of having to defer gratification. It's more about getting something for themselves." DAVID CALLAHAN

"Men are alike in their promises. It is only in their deeds that they differ." MOLIERE

TIME

You can't control how much time you have, but you can control how you use it.

"What we do on some great occasion will probably depend on what we already are; and what we are will be the result of previous years of self-discipline."

H.P. LIDDON

A good name is to be chosen rather than great riches, loving favor rather than silver. PROVERBS 22:1

Credibility. Don't leave home without it!



LEADERSHIP MATTERS: COMMUNICATION

"Effective leaders can communicate ideas through several organizational layers, across great distances, even through the jamming signals of special interest groups and opponents."

WARREN BENNIS

"All great leaders have one thing in common: they connect

with people and, the truth is, that the work of connecting is never finished. True connection is an ongoing effort." JOHN MAXWELL

So the wall was finished on the twenty-fifth day of Elul, in fifty-two days. And it happened, when all our enemies heard of it, and all the nations around us saw these things, that they were very disheartened in their own eyes; for they perceived that this work was done by our God. NEHEMIAH 6:15-16

convinced, until they know. It was the way, back in Brooklyn, the good teachers I had and admired did it." VINCE LOMBARDI

Include

When people respect and support you, inclusive communication strengthens the trust and builds life-ties and connections.

Inspire

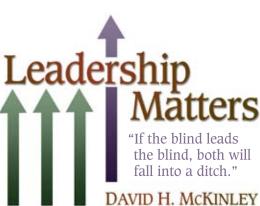
Your words and efforts to communicate can inspire people to do even the most mundane tasks.

COMMUNICATION IS AN INDIVIDUAL SKILL FOR LEADERS. How?

• Develop Your Listening Skills

Therefore, beloved brethren, let every man be swift to hear, slow to speak and slow to wrath, for the wrath of man does not work the righteousness of God. JAMES 1:19

He who answers a matter before he hears it, it is a folly and shame to him. PROVERBS 18:13



Nehemiah's pattern:



COMMUNICATION IS A VITAL STRATEGY FOR LEADERS. Why?

Communicate to . . .

• Inform

The lips of the wise disperse knowledge; but the heart of the fool does not do so. PROVERBS 15:7

A man has joy by the answer of his mouth, and a word spoken in due season, how good it is. PROVERBS 15:23

• Instruct

"I believe I wanted to be a teacher more than a coach." VINCE LOMBARDI

"We are showing them the Lions' game of last Sunday against the Colts, stopping the projector and running it back again and again so that they will know the reasoning behind our thinking, behind what we are putting in for this game and what we are asking them to do. They call it coaching, but it is teaching. You do not just tell them it is so, but you show them the reasons why it is so and you repeat and repeat until they are

• Adjust Your Thinking Skills

Understanding a person's thoughts is as hard as getting water from a deep well. But someone with understanding can find wisdom there. PROVERBS 18:13

He who is slow to wrath has great understanding, but he who is impulsive exalts folly. PROVERBS 14:29

"Look not on your own interest, but the interest of others."

• Refine Your Speaking Skills

When a good man speaks, he is worth listening to, but the words of fools are a dime a dozen. PROVERBS 10:20 (LB)

A soft answer turns away wrath, but harsh words stir up anger.
PROVERBS 15:1

A-B-C's of Poor Expression in Communication:

Argumentation - Blame - Criticism

Enhance Your Connecting Skills

- Be Attentive

- Be Receptive

- Be Sensitive

- Be Appreciative

Zig Ziglar, Top Performance

87% sight

7% hearing

3.5% smell

1.5% touch

1.5 % touc

1% taste

Body language matters!



you

Leadership

LEADERSHIP MATTERS: CREATIVITY

"Ten Rules That Worked for Me"

by Sam Walton, Made in America

- 1. Commit to your business.
- 2. Share your profits with your associates.
- 3. Motivate your partners.
- 4. Communicate everything possibly can with your partners.
- 5. Appreciate everything your associates do for the business.
- 6. Celebrate your successes.
- 7. Listen to everyone in your company.
- Exceed your customer's expectations.
- 9. Control your expenses better than your competition.
- 10. Swim upstream.

"This is a big contradiction in my make up that I don't understand to this day. In many of my core values--things like church and family and civic leadership and even politics--I'm a pretty conservative guy. But for some reason in business, I have always been driven to buck the system, to innovate, to take things beyond where they've been. On the one hand, in the community, I really am an establishment kind of guy; on the other hand, in the marketplace, I have always been a maverick who enjoys shaking things up and creating a little anarchy." SAM WALTON

"Leaders don't force people to follow, they invite them on a journey." CHARLES S. LAUER

Defense of the City

Those who built on the wall, and those who carried burdens, loaded themselves so that with one hand they worked at construction, and with the other held a weapon. NEHEMIAH 4:17

Thanksgiving Celebration

So Ezra the scribe stood on a platform of wood which they had made for the purpose; and beside him at his right hand, stood Mattithih, Sheme . . . ; and at his left hand Pediah, Mishael, . . . NEHEMIAH 8:4

HOW TO BE A CREATIVE GENIUS: C-R-E-A-T-E

Chance Failure

"Every act of creation is first an act of destruction."

PABLO PICASSO

Renew Vision

Innovation: French Root - "renewal" "New way of doing things"

"It isn't that they can't see the solution. It is that they can't see the problem." G.K. CHESTERTON

Embrace Change

"Truly creative people use the gap between vision and current reality to generate energy for change."

PETER SENGE

"Imagination was given to man to compensate for what he is not, and a sense of humor to console him for what he is."

#Toucher and a time and

Appreciate Imagination

Think, Think, Think

"If the blind leads

fall into a ditch."

DAVID H. McKINLEY

the blind, both will

"The best way to have a good idea is to have a lot of ideas."

"The passionate pursuit of personal growth (not gain) is the pathway to effective innovation in leadership."

Engage Obstacles

Can it be done?

- 1840 "Anyone traveling thirty miles an hour would surely suffocate."
- 1878 "Electric lights are unworthy of serious attention."
- 1926 "This foolish idea of shooting at the moon is impossible."
- 1930 "To harness the energy locked up in matter is impossible"
- 2003 Fill in the blanks. What is the dream people tell you can't be done?

"In all creative work that I have done, what has come first is a problem, a puzzle involving discomfort. Then comes concentrated voluntary application entailing great effort. After this, a period of conscious thought, and finally a solution bringing with it the complete plan of a book. That last stage is usually sudden and seems to be the moment for subsequent achievement." BERTRAND RUSSELL

