

Foreword

The creation of the General H. Hugh Shelton Leadership Center and the good work flowing from the general's initiative dramatically focuses our attention on a major crisis in our country today—the hunger for creative, courageous leaders possessing the integrity that inspires public trust. I can think of no one who better personifies leadership than General Hugh Shelton. Rising to his nation's call as the fourteenth chairman of the Joint Chiefs of Staff, he is truly a great American, a role-model leader of the highest order. The fact that the General H. Hugh Shelton Leadership Center is based at our shared alma mater gives me a great deal of pride. Our university has produced some of this nation's great leaders. However, the fact that the leaders found here in *Secrets of Success* aren't limited to a single university, or to a single profession, makes this book all the more compelling.

The late John Gardner, former secretary of Health, Education and Welfare and the acknowledged authority on leadership, in his book *On Leadership* pointed out that leadership is not status, nor is it to be confused with power. It is not official authority. What qualities then mark the men and women in whom we place our trust when crises come? Dr. Gardner answers that question by pointing out that leaders are visionary. They think ahead. Leaders realize that the welfare, growth, and development of others measures their own effectiveness. They work hard. They value time, and humor is a part of their very being.

Compassion looms large in the lives of leaders and a keen sense of fairness motivates their decision making. As the Center for Creative Leadership mission states: "Leaders . . . possess the capacity to think and act beyond boundaries to achieve more than imagined." The leaders that I have known and those with whom I have worked have understood that truth and integrity are fundamentally essential in all aspects of their lives. These character hallmarks underpin the loyalty, support, and commitment of all others they seek to lead.

As you turn these pages of *Secrets of Success* you will examine these qualities in the lives of these splendid Americans. It was these qualities that brought LeRoy Walker from a family of eleven to be the first African American to head the U.S. Olympic Committee and to lead all Olympians through the opening ceremonies in his hometown of Atlanta. As you read about him and all the others, you will discover that in every aspect of their lives there is the flowering of the real meaning of our democratic society—you can be what you seek to be if you will seize the moment and responsibly strive for success. I would characterize this group as a hard-working lot, people who had, in most cases, mentors who taught them the value of honesty, modesty, and integrity. One of their great secrets of success, it would appear, is that they, to a person, all remember from whence they came.

The publication of *Secrets of Success* is both timely and most important in responding to our nation's great longing for leaders in whom they can place their trust, respect, and confidence. As we look about our country today we see great corporations being destroyed by

fraud and greed and the lack of diligence by their officers. We see too much manufactured celebrity status being confused with leadership. The corruption of television with raw violence and vulgarity exceeding any rational standards threatens a generation of our children. And we have so abused public officials and candidates for public office that the lack of civility in our behavior has reached disgraceful dimensions and drives good people from public service.

This collection of biographical glimpses makes clear that it doesn't have to be this way in America. General Shelton is showing us that there is a better way and that it is our task, yours and mine, to rediscover and recommit ourselves to the ancient virtues of truth, integrity, compassion, trust, decency, civility, and service to others. If indeed we are to be the exemplary nation in this differing global neighborhood we must give primacy to these qualities of leadership among ourselves. Being people of faith and democratic in our government policies and in our relationship with others, we have no other choice. Indeed, we have no greater opportunity. We are challenged by these watchwords from my dear friend Erskine Bowles, "Leaders can't be afraid of failure. What we have to be is not afraid to try."

Thank you, General Shelton, for these individual stories. They inspire and motivate us toward greater personal commitment to fulfilling our public trust for building a meaningful future for generations yet to come.

WILLIAM C. FRIDAY
PRESIDENT EMERITUS
The University of North Carolina