Background: During one busy afternoon, Josh Garcia, TPS Deputy Superintendent, posted his thoughts regarding leadership and asked district administrators to share the lessons they have learned. This created a chain reaction that caused people to pause and reflect...the result is a very rich and thought-provoking quotes. Thanks for sharing (Minh-Anh).

**TPS Leadership Quotables**

From Josh Garcia, Ed.D. - Every idea or movement that I studied was once a dream. Each was dismissed as impossible before someone had the courage to say I'm possible. Unbridle innovation today, for it is only in the moral fabric of our existence will we find the change we seek to be.

From Kevin Ikeda - Leadership is an action work - I like to act as a warm - demander.

"What makes a great school is not primarily the top leaders, but the quality of its numerous everyday ones!"

From Anne Tsuneishi - There’s an oft quoted phrase attributed to Nelson Mandela…

We ask ourselves who am I to be brilliant, gorgeous, talented and fabulous? Actually, **who are you NOT to be??** You are a child of God. Your playing small does NOT serve the world. There is no-thing enlightened about shrinking so that other people won’t feel insecure around you. We were born to manifest the Glory of God that is within us, ALL of us. And as we let our Light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fears, our Presence automatically liberates others.”

Nelson Mandela 1994

Whether or not we believe in a God, there is wisdom and power in this statement. It’s a good reminder for me to live fully, without fear. I look forward to reading others' thoughts!!
From Karlyn Davis-Welton - “Effective change leaders are able to use a small number of powerful forces to get breakthrough results – such as having immense moral commitment to a cause along with empathy for those they are dealing with. This combination of resolute leadership and empathy enables these leaders to find alternative approaches when they get stuck. They engage implementers in figuring out the actions, activating or linking behavior to intrinsic goals, and using peers to influence peers. They demonstrate persistence with flexibility but never stray from the core purpose” (Fuller, 2011, p.72). “Change Leader: Learning to Do What Matters Most” from Michael Fuller

From Paula Bond - These people have defined and articulated my role as an instructional leader.

1. The gifts of Bob Garmston and Art Costa (Cognitive Coaching): Positive presupposition and seeking first to understand. What an incredible basis for trust and interdependence is created through such simple interpersonal skills!

3. The gifts of Thomas Sergiovanni: Moral leadership. Period.

2. The gifts of Peter Senge: “Courage is simply doing whatever is needed in pursuit of the vision”

Five disciplines that must be mastered at all levels of the organization. Even in a small team this is hard: the changes we need are at odds with conventional wisdom and conventional management:

a. Personal mastery -- clarifying personal vision, focusing energy, and seeing reality
b. Shared vision -- transforming individual vision into shared vision
c. Mental models -- unearthing internal pictures and understanding how they shape actions
d. Team learning -- suspending judgments and creating dialogue
e. Systems thinking -- fusing the four learning disciplines; from seeing the parts to seeing wholes

From Steve Holmes - I will always lead through servant leadership; anything different would be artificial to me. We lead within a complex set of interconnected systems; staff, public, peers, parents, etc. Approaching each of these systems individually may call for a slightly different representation of our leadership. What I am learning, and hopefully growing in, is how to best interact within these systems and stay true to my overall philosophy of service. The ideal day is when you see all of these systems working together to provide the best for our students.

And then there are those days when I consider myself lucky to have finally found the right size led for my mechanical pencil... : )
From Justina Johnson - Servant leadership is my aspiration- to be aware of the needs of the people I work for and with, strong enough to inspire positive change, resilient enough to change for the common good--not my own agenda, considerate enough to anticipate the needs of others, and humble enough to know when and how to follow...and hopefully get through the day without a parent complaint to Pearl when they haven't even called me yet.

From Donna Basil - Lead with character, competence, courage and compassion.

From Renee Rossman - "Be true to yourself......make each day a masterpiece. Help others. Drink deeply from good books. Make friendship a fine art. Build a shelter against a rainy day. Pray for guidance, count and give thanks for your blessings everyday"

John Wooden, UCLA coach, 1964-1975; Record of 620-147

From Janet Gates-Cortez - Lead from your values.

From Jonathan Kellett - “The key to successful leadership today is influence, not authority” Kenneth Blanchard

From Rufus Palmer - It has been my experience and belief in life that there are only two things you can take with you into the next; they are your experiences and your relationships. As leaders we are charged to make those experiences and relationships as rich as possible for those we lead and nurture.

From John Knight - When people ask during your absence what YOU would do in a situation, you have become a leader.

From Lori Kingery - Walk your talk, do what you say you will do!

Foster communication and collaboration, model the way! J

From Rebecca Owens - And ......be BRAVE and truthful.

From Christine Hinds - The lessons that I have learned about leadership are interwoven with the lessons I have learned about myself, leadership is a deeply personal calling-

Leadership demands an unshakable core belief in the essential goodness of humankind. Leadership asks questions, listens and learns. Leadership is all about balance:

compassion/pragmatism
inspiration/management
dreams/data
collaboration/command
patience/urgency

From Brenda McBrayer - “When people talk about leadership, they often use the word passion. And when we think about passion we tend to think of emotions like enthusiasm, zeal, energy, exuberance, and intensity. Well, all these attributions might be true, but when you look up the word passion in any dictionary that includes origins you’ll see that it comes from the Latin word for suffering. Passion is suffering! A passionate person is someone who suffers and a compassionate person is someone who suffers with, and shares the suffering of, others—and wants to take action to alleviate this condition. Nearly every act of leadership requires suffering—and often for the leader a choice between one’s personal success and safety and the greater welfare of others. We’re asking you to understand that nothing great comes without costs.

We’ll all be remembered for something. The question is, for what? What will others say about you when you’re no longer around? Each of us lives on in the memories we create, in the systems and practices we set in place (or don’t), and in the lives we touch. We guarantee that what people will say about you will not be about what you achieved for yourself but what you achieved for others. Not how big a campfire you built but how well you kept others warm, how well you illuminated the night to make them feel safe, and how beautiful you left the campsite for those who would come after you to build the next fire.”

--from A LEADER’S LEGACY by Kouzes and Posner, 2006

From Tracye Ferguson - My truths are inspired by John Maxwell’s words: “A leader who produces other leaders multiples their influences.”
— John C. Maxwell

From Shannon McMinimee - It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership. —Nelson Mandela

From James Neil - I would echo Tammy’s sentiments in regards to eloquence, but earlier in the year I had a visit from what I like to call my guardian angel, Dave. He was visiting his dad in the neighborhood and felt called to connect with the Birney Principal. He took about 20 minutes of my time, but what I came away with was the need to develop a leadership mantra and here is what I use to define my daily work:

From Mary Wilson - The ultimate measure of a man (or woman) is not where he/she stands in moments of comfort and convenience, but where he/she stands at times of challenge and controversy. Dr. Martin Luther King

From Tammy Larsen - In no way can I be as eloquent as Dr. King or Mandela but my personal lesson learned related to leadership is pretty simple….

WHAT I DO MATTERS FAR MORE THAN WHAT I SAY. When the folks I lead trust they know what I’ll do they are much more likely to come along even into unknown, new, “out of the box” territories

From Sandra Lindsay-Brown - I love the leadership books of Michael Fullan. These are some of my favorite leadership quotes which I keep with me always:

Can’t underestimate how many times you need to share the vision and values

Communication during implementation is far more important than communication prior to implementation

From Ron Brock – In order to be a respected leader you must have followers. These are followers who will stay in the game for the long hall. These followers will hang in there during the up and downs, wins and losses, good-times and bad. They will stay because they believe in you. You have demonstrated through your morals and work ethic that you are truly seeking the very best for all concerned. You are willing to work harder, longer, and smarter than your followers and most importantly you are willing to truly listen to them, understand them and support their needs. They are willing to support you if you make a mistake, and you will. They trust you because you are able to own those mistakes and continue to move on. You lead by example and take on the hard work instead of handing it off to someone else. You also need to remember to empower those around you and commend them as they start to assume leadership roles. True leaders earn their position though demonstrated good work and do not take positions of power through threats or intimidation. There are “leaders” and there are “respected leaders”. It does not have to be lonely at the top.

From Michael Farmer - Two of my favorites…

Leadership is an action, not a position.

“Be the change you want to see in the world.” – Ghandi, although there is some debate as to whether he actually said that exact phrase, he is credited with the idea

From Cynthia Evans - “As a leader, you do what you think is right and stand prepared to take the heat so that good things can happen.” Bolman and Deal

Having fun while doing it is a bonus.
From Kevin Kannier - As a son of a son of a sailor, I believe that leadership involves being a realist. The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails...to get the rail in the water, of course.

From Mary Chapman - This is what Dan Besett and I learned in Danforth VII, as true in 1994 as it is today:

“You are only as good as your last decision.”

So, here’s to making good decisions every day!

From Eric Konishi - 1. “A positive anything is better than a negative nothing”

2. “If you want to go fast go alone; If you want to go far go together”

From Darrell Johnston - When I was going to college I installed and repaired septic systems. I was much more popular with families when I showed up at their homes then than I am nowadays, though now I do get more hugs. Rule #1 in septic systems was ...it rolls downhill.

I’ve learned that in administration the laws of physics don’t always apply and quite often ... it rolls uphill.

Regardless of which direction it’s flowing, if things aren’t going the way they’re supposed to go, you’d better fix it. Whether you can fix it yourself or you need to get help, fix it. Ignoring it will surely just lead to a much bigger stink.

From Janell Newman - As a leader, I want to focus on what I am learning now and what I need to learn to prepare students for their futures. I aspire to consistently have the courage to be bold, to think and act differently, to be forward thinking in words and in action and to encourage others to seek new challenges and new solutions. I strive to have the confidence to both lead and follow and the resilience to grow from the lessons of failure, as failure can be the fuel for the next successful innovation. As a learning leader, I want to learn from those daring to challenge the status quo and creating new pathways of success for students, teachers and leaders. Leadership for me is both evolving and elusive but always urgent.

From Ed Schau - “It begins with the natural feeling that one wants to serve first. Then, conscious choice brings one to aspire to lead. The difference manifests itself in the care taken by the servant - first to make sure the other people's needs are being served. The best test is: Do those served grow as persons; do they, while being served become healthier, wiser, freer, more autonomous, more likely themselves to become servants?” Robert Greenleaf (1977)

From John Page - Just Be…

From John Blix -
1. Work hard
2. Don’t say anything bad about anybody.

From Julia Bare - "If your actions inspire others to dream more, learn more, do more and become more, you are a leader." Thoughts and Words that come to my mind… Courage, Humor, Trust, Reflection, Enthusiasm, Empowerment, Keep Moving, Lead by Example, Walk the Talk, Head Up Vision Clear

From Kelly Evans - For me leadership is about listening fully, thinking carefully, and responding compassionately.

From Lawrence Brown - Team: "Leadership is the ability to adapt to your environment to influence and to empower all to work on a common vision and goal."

From Marva Richardson - To be a successful leader… “have a laser like focus”… then focus on the success of those you lead…

“Great leaders pack other people’s parachutes”

From Dan Voelpel - Leadership is a lot like golf. You can practice it with passion, play it as a profession, but you’ll never be perfect. You can be regarded as The No. 1-ranked Leader in the World, but you’re still going to shank one into the trees or hook one into the water now and then. Simply do your best to learn from it, then when you’re faced with your next big decision, stand up there, look forward not back, and swing with confidence.

From Thu Ament - This sums it up for me………..”Learning and Leadership never ends”
THE PARADOX OF OUR AGE

“We have bigger houses, but smaller families;
more conveniences, but less time;
we have more degrees, but less sense;
more knowledge, but less judgement;
more experts, but more problems;
more medicines, but less healthiness;
we’ve been all the way to the moon and back,
but have trouble crossing the street to meet
the new neighbour.
we built more computers to hold more
information, to produce more copies than
ever, but have less communication.
we have become long on quantity,
but short on quality.
these are times of fast food
but slow digestion;
tall man but short character;
steep profits but shallow relationships.
it is a time when there is much in the
window, but nothing in the room.”
~Dalai Lama