

“Leadership Excellence: The Seven Sides of leadership for the 21st Century”

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Kindle Notes by Dave Kraft

In war, you don't manage soldiers up a hill under fire. You lead them.

Pat Williams has spent a lifetime studying and applying the principles of leadership in the sports world. In fact, the very existence of the Orlando Magic, a team he cofounded in 1986,

The seven leadership principles he teaches in this book are: vision, communication, people skills, character, competence, boldness, and a serving heart.

Pat Williams understands leadership inside and out, backwards and forwards, from taking charge to taking risks to taking care of your troops.

Leadership is like a three-legged stool. The first leg is viewing yourself as a leader. The second leg is preparing yourself as a leader. The third leg is stepping up and taking a leadership role when the opportunity presents itself. A leader goes out and makes opportunities happen.

Seven profoundly practical insights into what it takes to be an outstanding leader:

1. Vision
2. Communication
3. People skills
4. Character
5. Competence
6. Boldness
7. A serving heart

The First Side of Leadership ***Vision***

Men and women of vision are people who have trained themselves to look over the horizon, to see what doesn't yet exist, to see things others can't see. Visionary leaders see earlier than others, farther than others, and more than others. Then they assemble teams of followers who catch that vision and hammer those dreams into reality. A leader starts with a vision and then works backward from that vision, figuring out each step it will take to turn that vision into a reality.

Leadership guru John Maxwell puts it this way: “Vision leads the leader. It paints the target. It sparks and fuels the fire within” If you want to measure the temperature of an organization, just stick a thermometer in the mouth of the leader.

When we allow our thoughts to wander outside the walls of reality, our feelings are quick to follow. Even the most lifeless, meaningless task or routine can begin to “feel” good when it is attached to a vision. Vision is always accompanied by strong emotion; and the clearer the vision, the stronger the emotion.

Steve Jobs once said, “If you are working on something exciting that you really care about, you don’t have to be pushed. The vision pulls you.” If your vision doesn’t cause your pulse to quicken, if your vision isn’t so huge and awe-inspiring that it seems almost beyond your reach, then it’s not truly a vision.

Vision means having a clear, inspiring, challenging sense of where you want to take your team, your organization, or your nation. Before you can communicate a vision, you must be able to envision a vision. You must be able to look into the future and see what no one else sees. That vision must challenge and thrill you to the marrow.

“Let us build a church so great that those who come after us may think us mad to have attempted it!” Now, that is a vision. A vision should make the people around you question your sanity.

It should make your heart race and your palms sweat. It should seem well-nigh impossible. If your organization’s goal can be achieved with relative ease, if it can be achieved without risk, without courage, without persistence, then what does the organization need you for? Why would your organization need a leader?

Vision Skill No. 1: Uncork Your Imagination.

Don’t just “think outside the box”; tell yourself, “There is no box!”

Vision Skill No. 2: Silence Your Inner Critic.

Many wonderful ideas are strangled in the cradle because our inner critic says, “You can’t do that.”

Vision Skill No. 3: Consider Every Possible Solution.

Vision Skill No. 4: Ask Yourself, “What If—?”

Vision Skill No. 5: Train Yourself to Notice What Others Miss.

Great leaders of vision always make an effort to notice what others miss.

Vision Skill No. 6: Think “Tomorrow.” Become a futurist.

Vision Skill No. 7: Make Your Vision Clear and Simple.

Vision Skill No. 8: Learn to Think Backwards. To be a leader of vision, start with the destination in mind then think backwards.

Vision Skill No. 9: Tap into the Imagination of the Entire Team.

Vision Skill No. 10: Get Your Entire Team to Buy In.

Vision is a familiar concept in corporate leadership. But when you look carefully, you find that most “visions” are one person’s (or one group’s) vision imposed on an organization. Such visions, at best, command compliance—not commitment.

How, then, do you persuade people to buy into your vision?

First, share credit.

Second, make sure that the vision pays big benefits for everyone in the organization, not just the leader.

You can’t force your vision on the team with threats or penalties.

Third, build relationships with the team.

As you build relationships with your people, remember to talk about the vision as “our vision.”

Vision Skill No. 11: Give People an Elevated Vision of Themselves.

Vision Skill No. 12: Prepare People for a Celebration.

When a leader is absolutely captivated and possessed by a vision, that vision simply must become a reality.

THE SECOND SIDE OF LEADERSHIP COMMUNICATION

Great leaders are great communicators. That’s why the second side of leadership is communication.

The ability to speak effectively and persuasively is an indispensable component of leadership.

I have come to the conclusion that there are six keys to effective leadership communication.

1. Believe in the power of communication.

This principle is true at all times and in all situations, whether in wartime or in peace, whether you are president of the United States or president of the PTA: you must believe in the power of communication. You must speak to the people in order to lead them. You cannot lead from behind a desk.

2. Communicate so that people understand.

Bob Sheppard, longtime public address announcer for the New York Yankees. From 1951 until 2007,

“Pat, the keys to being a great public speaker are the same three keys I have lived by throughout my years at Yankee Stadium: be clear, be concise, be correct.”

I once heard Peggy Noonan, the Great Communicator’s speechwriter, deliver a talk to leaders. She had one line that truly said it all: “Speak clearly, simply, and sparingly, and it should stick. Always say exactly what you mean. Say it as clearly and concisely as you can.

3. Communicate Optimism

As leaders, we choose whether to frame difficulties as challenges and opportunities or as trials and tribulations.

A person’s level of optimism is one of the most potent predictors of future achievement.

To become effective leaders, we must all become communicators of optimism. Where others see obstacles, we must train ourselves to see opportunities.

Make optimism your habit, your worldview. Then communicate optimism every day of your leadership life.

4. Communicate hope.

5. Communicate to motivate and inspire

Identifying with a great cause gives meaning to life. Great causes are great motivators.

6. Become a storyteller

We are hardwired to retain stories, not PowerPoint presentations.

“Lincoln told stories not just to give his audience hope,” Witt writes, “but also to amuse them and to deflate their hostility. To those who criticized him for telling so many stories, he said, ‘People are more easily influenced and informed through a story than in any other way.’”

Let me share with you a few tips on storytelling

Be brief.

Be vivid.

Use action.

Talk—never read.

Personalize your stories.

Get to the point.

Identify with your audience.

Here’s my quick-start guide to effective communicating:

Get rid of your notes.

Every time you speak, it should feel spontaneous, as if you are speaking those words for the very first time.

Have what I call a “signature speech,” a speech that you have handcrafted and rehearsed a dozen or a hundred times, a speech that expresses the core passion of your life.

Study the art of public speaking.

Organize and prepare your speech with care.

Always start your speech with a “grand opening,” an attention getter.

Jump right into your speech with an opening that electrifies your audience.

Learn to communicate with passion and emotion.

Every time you speak, you should speak to convince, to excite, to motivate, to persuade—and that means you must communicate with both passion and emotion.

A lot of businesses get off track because they don't communicate an excitement about being part of a winning team that can achieve big goals."

Remember that the greatest impact we make as communicators comes from our nonverbal communication.

Landmark studies conducted by UCLA psychology professor Albert Mehrabian found that 38 percent of the impact and impression a speaker makes on an audience comes from tone of voice, 55 percent comes from nonverbal communication (facial expression, gestures, body language), and only 7 percent from the words that are spoken.

My tone of voice and my face and body all have to work together with my words to make a powerful impression on the audience.

Speak with authority.

Practice active listening.

Connect with listeners through stories and humor.

Finish strong!

Be original.

Promote the free flow of information.

Practice, practice, practice.

The power to speak is the power to influence—and the power to lead."

THE THIRD SIDE OF LEADERSHIP PEOPLE SKILLS

Excellent leaders have a heart for people. They care about people. They have empathy and compassion for the ones they lead. To be a great leader, you have to love people.

If you want to achieve your vision, you have to love your people. This principle holds true whether you're coaching a sports team, managing a company, pastoring a church, or commanding an army.

Herb Kelleher, former CEO of Southwest Airlines, was famed for his unabashed advocacy of love when he ran the company. “We’d rather have a company run by love, not fear,”

A leader with excellent people skills learns not to see crowds, but faces. He or she understands the dazzling power of a smile, the music of calling people by name, the delight people feel when a leader takes a personal interest in them. A leader with excellent people skills is quick to praise, slow to criticize, and eager to serve.

There’s a huge difference between a leader and a boss, and the biggest difference is people skills.

Bosses intimidate; leaders motivate. Bosses give orders; leaders offer guidance. Bosses seek power; leaders seek to empower others. Bosses throw their weight around; leaders delegate responsibility. Bosses are good at fault-finding; leaders catch people in the act of doing good.

Let me share with you some practical principles to help you acquire, sharpen, and improve your people skills as a leader:

People Skill No. 1: Be Visible and Available.

People Skill No. 2: Be a Good Listener.

You’ve got to find a way to welcome ideas, information, and input. If you don’t want to end up isolated from reality, you’ve got to be a good listener.

The absolute worst thing a leader can do is reprimand people for speaking up or asking questions. If you tell just one person that his or her input is unwelcome, you’ll shut down communication throughout your organization.

Information is the lifeblood of your organization. If that lifeblood stops circulating, it’s as if your organization has suffered a massive heart attack. Keep the lifeblood flowing by being a good listener.

The Cheyenne women sent the warriors away. Then they took their sewing awls—long, sharp tools used to punch holes in leather or canvas—and pushed them deep into the ears of Custer’s dead body. Custer had promised the Cheyenne that he wouldn’t fight them—but he ignored his promise and refused to hear the Cheyennes’ pleas. The women hoped the holes in his ears would help Custer listen better in the next life.

People Skill No. 3: Empower Your People.

Rich DeVos, one of the most empowering business leaders in the world. Now in his mid-eighties, Rich is co-owner of the Orlando Magic. He and his business partner, Jay Van Andel, founded the Amway Company in 1959 with about forty dollars between them. They leveraged that tiny amount into a nine billion-dollar company. When Rich is asked to describe his role in Amway, he says, **“I’m the head cheerleader.”**

As Rich points out, the higher you are on the leadership ladder, the greater the impact of your words.

Simple words like “good job” and “attaboy,” and giving credit where credit is due—these are acts of empowerment that can lift people to heights of confidence and achievement you can scarcely imagine.

Leaders who live to empower others never know what an impact a few words may have.

People Skill No. 4: Delegate.

Why didn’t I delegate? I was insecure.

So, driven by a combination of arrogance, insecurity, and fear, I kept everything to myself.

Once I began sharing responsibilities, my eyes were opened to all the things a leader could accomplish by utilizing the strengths, talents, imagination, and energies of other people. It was amazing!

Delegating, after all, is the essence of leadership.

It means organizing the efforts of others in order to achieve what no one person could ever achieve alone.

So you have to maintain communication, set benchmarks, assess performance, hold people accountable, and accept responsibility for both the achievements and the failures of the team.

“If you want to raise leaders, then delegate real authority to your people. You can’t expect people to learn to lead unless you give them the opportunity to make real decisions with real consequences.”

When you punish mistakes, you punish initiative and imagination.

To delegate is to create an environment where people are free to make mistakes—and free to succeed. To delegate is to unleash the talent and imagination of your people. In the process of delegating real authority, you'll become less of a boss and more of a leader.

People Skill No. 5: Take Care of Your Troops.

People Skill No. 6: Don't Avoid Conflict—Manage It.

Management consultant Peter Drucker expressed a parallel view when he formulated what has come to be known as Drucker's First Law of Decision-Making: "One does not make a decision without disagreements."

Eisner (Disney) was famous for wanting to generate as many ideas and opposing points of view as possible, because he believed that conflict stimulates creativity. At one meeting with his top managers, he said, "Why is there no conflict at this meeting? Something's wrong when there's no conflict."

Let your people voice their opinions. Then, as the leader, make sure you have the final say and that everyone on your team buys into your decision, whether they agree or not.

Quash hidden agendas. Don't allow people to undermine you or others through rumormongering and backbiting.

Make sure conflict is out in the open—a healthy exchange of views and ideas.

Spreading rumors should be

treated as a matter for discipline—and even dismissal.

People Skill No. 7: Level with Your People.

THE FOURTH SIDE OF LEADERSHIP CHARACTER

There are many character traits we can focus on, but I'm going to zoom in on just a few that are especially relevant to the leadership role.

INTEGRITY: "HONESTY WITH A LITTLE OOMPH"

The origin of the word integrity helps to make the meaning clear. The word comes from the Latin integer, which means "whole" or "complete."

People of integrity demonstrate wholeness and completeness because their actions match their beliefs. They are the same person in public and in private. Their inner reality matches their outer reputation.

Self-Control...the hardest person to lead is yourself!

If you want to achieve great things, if you want to turn your leadership vision into reality, you must be a person of self-control. The trait of self-control is also known as self-discipline or the ability to lead oneself.

Thomas J. Watson, the longtime chairman of IBM, said, “Nothing so conclusively proves a man’s ability to lead others as what he does from day to day to lead himself. A person who is self-controlled within never needs to be punished from without.

I believe perseverance is a more important indicator of potential success than intelligence, skill, education, talent, or luck. It’s hard to defeat a person who simply won’t give up.

Great leaders are people of character, exemplifying such virtues as integrity, diligence, self-control, courage, perseverance, responsibility, and humility. Of all of these virtues, perhaps the most paradoxical is humility. The greater the leader, the deeper the humility.

THE FIFTH SIDE OF LEADERSHIP COMPETENCE

Leaders aren’t born. Leaders are made—and each of us can choose to be leaders-in-the-making—constantly learning and improving our leadership skills throughout our lives.

The overall competence of a leader can be broken down into a number of specific “competencies” or traits. In the next few pages, we’ll examine **fifteen** leadership competencies:

1. The competency of problem solving
2. The competency of selling
3. The competency of continuous learning

“Live as though you’ll die tomorrow. Learn as though you’ll live forever.”

In his book *The Anti-Alzheimer's Prescription*, Dr. Vincent Fortanasce writes: Studies show that people who have higher education or continue to learn throughout their lives may be at a lower risk of Alzheimer's disease than those who have less education.

Please note that by education, researchers are not referring to the number of years of formal education.... People who continue to learn—by traveling to new places, reading books, visiting art galleries and museums, and discussing their findings with family and friends, doing crossword puzzles daily, playing a musical instrument or learning a new language—boost the size of their brain reserve and reduce their chance of Alzheimer's disease.

4. The competency of teaching

5. The Competency of team-building

I have given thousands of speeches before audiences in the corporate world, and the number one topic I'm asked to speak on is teamwork. One of your most important priorities as a leader is to enable people to function together as a team.

Consider the 2004 Summer Olympics in Athens, Greece. In men's basketball, the United States fell short of the goal for the first time since NBA players were permitted to participate. Puerto Rico defeated the highly touted, highly talented Team USA, 92–73. When the US team returned home with only a bronze medal, a sports reporter asked retired UCLA coach John Wooden why the United States lost. Coach Wooden replied, "We send great players; they send great teams."

6. The competency of organization and planning

7. The competency of managing change

A leader who resists change is not a leader at all. Leaders are called to provoke change, manage change, respond to change, and prepare the organization for change. The one thing a leader should almost never do is to oppose change.

Change is coming at you, ready or not. How are you going to respond? How are you going to manage it? How are you going to leverage change to your advantage? Your answers to these questions will largely determine your competence as a leader.

8. The competency of balance

Balance means not permitting the things over which you have no control to adversely affect the things over which you do have control,

One middle path all leaders need to find is the path of balance between career and family. All great leaders must weigh the demands of a strong work ethic against the need for rest, relaxation, and family time. The leadership role is hard on marriages and families, so learn the competency of finding the right balance—then guard that balance with your life.

9. The competency of charisma

10. The competency of poise

“Frazier, don’t lose your head, son. Your brains are in it.”

The ability to maintain poise in a crisis is the key to effective leadership on the basketball court—and on the world stage.

11. The competency of historical awareness

12. The competency of authority

Great leaders understand that a leader’s authority should never be used to bully or intimidate. It should never be used to feed the leader’s ego.

Authority exists for the sake of achieving organizational goals and the leader’s vision, and should be used sparingly. A great leader doesn’t always “flash his badge.” Leaders lead best when they inspire and motivate rather than command. People work harder, longer, and more energetically when they are willing participants in your vision, not slaves to the lash of your authority.

Knowing when and when not to use your authority is one of the key competencies of leadership.

Ego-driven people become desensitized to the suffering of others.

The purpose of authority is to serve people, to serve the team or organization, and to meet the goal of achieving the vision. The misuse of authority to serve a leader’s ego ultimately destroys people, organizations, and visions.

13. The competency of good judgment

Leaders with good judgment know which opportunities to seize and which to pass up, which people to hire and which to avoid, and which path to take among a number of competing options.

14. The competency of authenticity

Learn from other leaders, but don't imitate them. Know your own strengths and abilities, and lead from within your own unique personality. Lead according to your core principles and values—and never give in to outside pressure, the sniping of the critics, or the temptation to be popular. Lead your own way. Be yourself.

15. The competency of patience

THE SIXTH SIDE OF LEADERSHIP BOLDNESS

The role of a leader is to gather as much information as practicable, consult with key people, reflect on all the options, upsides, downsides, risks, and rewards ... Then decide.

Truman discovered two vitally important things about himself that night. First, that he had plain physical courage; and second, that he was good at leading people." Gergen also quotes historian David McCullough, who writes that Truman learned through that experience that "courage is contagious. If the leader shows courage, others get the idea."

David McCullough records that Truman told his Cabinet that he "welcomed their advice. He did not doubt that they would differ with him if they felt it necessary, but final decisions would be his and he expected their support once decisions were made."

Whenever I felt a mistake had been made, I always tried to remedy the mistake by making another decision. Everybody makes mistakes and the important thing is to correct them, once they are discovered. Sometimes you have a choice of evils, in which case you try to take the course that is likely to bring the least harm. I am not one who believes it does any good to cry over past mistakes. You have got to keep looking ahead and going straight ahead all the time, making decisions and correcting the situation as you go

Of course, the right decision was the best decision, but the worst possible outcome did not result from a wrong decision. It resulted from the failure to decide.

When analysis leads only to the conclusion that you need further analysis, look out. You're heading into paralysis mode.

It seems to me that the worst feeling in the world would be to find out, years later as you are sitting by the crackling fireplace and looking back over your life, that

you had that opportunity—and you blew that opportunity by failing to lead boldly. You wanted to take charge—but you also wanted to be popular, you wanted to be liked, you didn't want to upset or offend anyone. So your leadership opportunity passed you by.

As Jack Welch puts it:

By nature, some people are consensus builders. Some people long to be loved by everyone. Those behaviors can really get you in the soup if you are a leader, because no matter where you work or what you do, there are times you have to make hard decisions—let people go, cut funding to a project, or close a plant. Obviously, tough calls spawn complaints and resistance. Your job is to listen and explain yourself clearly but move forward. Do not dwell or cajole. You are not a leader to win a popularity contest—you are a leader to lead. Don't run for office. You're already elected.

Gene Klann, a retired army commander and faculty member at the Center for Creative Leadership in North Carolina, explains it this way: "Moral courage means standing up for one's convictions and values while risking criticism, censure, ridicule, or persecution."

It can also mean a willingness to risk loss of power, position, possessions, or reputation. It means doing what you believe is right and being willing to take an unpopular position regardless of external or internal pressures.... Moral courage involves taking risks and accepting the fear that goes with potentially losing something very important to present or future security. Yet what will be gained from the act of moral courage will generally not be for self but for the benefit of another individual, the team, the organization, the community, or the society in general.

A reporter once asked President Reagan to explain his approach to decision-making. Reagan replied:

In the Cabinet meetings—and some members of the Cabinet who have been members of other Cabinets told me there have never been such meetings—I use a system in which I want to hear what everybody wants to say honestly. I want the decisions made on what is right or wrong, what is good or bad for the people of this country. I encourage all the input I can get.... And when I've heard all that I need to make a decision, I don't take a vote. I make the decision. Then I expect every one of them, whether their views have carried the day or not, to go forward together in carrying out the policy.

Lee Iacocca put it this way: Despite what the textbooks say, most important decisions in corporate life are made by individuals, not by committees. My policy has always been to be democratic all the way to the point of decision.

Then I become the ruthless commander. “Okay, I’ve heard everybody,” I say. “Now here’s what we’re going to do.”

You always need committees, because that’s where people share their knowledge and intentions. But when committees replace individuals, then productivity begins to decline.

Leaders should listen to committees, but leaders should never abdicate the responsibility of decision making to committees. A committee cannot exercise leadership. The collective mind-set of the committee is cautious and hesitant by nature. Boldness and courage are the province of an individualistic mind and are rarely found in an atmosphere of groupthink

It is true that the longer you wait, the more facts you will have. Sometimes it is necessary to wait for important facts before making a decision. But you must weigh the gain in information against the negative impact of delay.

Lee Iacocca put it this way: “I have always found that if I move with 75 percent or more of the facts, I usually never regret it. It’s the guys who wait to have everything perfect that drive you crazy.”

Leaders decide, initiate, take risks—and live with the consequences of their decisions. Those who aren’t willing to do so aren’t leaders.

a leader should be a compass, not a weather vane.

When everyone around you is being turned this way and that way by the winds of change and uncertainty, your job is to point true north, toward the realization of your vision. Don’t wait to gather every scrap of data before you decide. Take the information you have, check it against your vision and goals, apply your core principles and values ... and decide.

If you don’t have the confidence to stand firmly behind your decisions, then you’d better acquire some confidence quickly—or get out of leadership. Vacillating, wavering, and second-guessing one’s own decisions produces uncertainty and paralysis all the way down the line. A leader who lacks confidence in himself cannot inspire others to believe in him.

When a leader vacillates and dithers, it is almost always because he or she lacks a clear vision, a clear sense of direction, a clear set of values and convictions, or simply lacks the boldness and courage to make a decision stick.

Don’t make that mistake again, but please be sure you make others.

No leader is infallible, and every great leader invariably has many wrong decisions to his or her credit. Those who make no wrong decisions are probably not making enough decisions.

Encourage gutsy decision making in yourself and in the people around you.

Courage is not the absence of fear, but the conquest of fear.

Courage is the willingness to take risks, challenge the status quo, seize opportunities, admit faults, and keep going in spite of past failures.

Andy Grove displays “a leadership quality that I have come to call ‘edge’: the ability to make tough decisions and the willingness to sacrifice the security of today for the sake of a better future....

In 1997 Lady Margaret Thatcher spoke at a luncheon I attended in Orlando.

One questioner asked her what it takes to be a successful leader.

“There are four steps to becoming a great leader,” she replied.

“First, know what matters to you.

Second, speak up

Third, anticipate problems.

Fourth, make bold decisions.”

Theodore Hesburgh, former president of Notre Dame University, put it this way: “My basic principle is that you don’t make decisions because they are easy; you don’t make them because they are cheap; you don’t make them because they are popular. You make them because they are right.”

THE SEVENTH SIDE OF LEADERSHIP A SERVING HEART

The traditional organizational model is depicted as a pyramid, with the leader at the apex and all the levels of underlings and drones spreading out beneath. The leader is the boss, and everyone beneath exists to serve the leader, the leader’s goals, and even the leader’s whims. But servant leaders stand the pyramid on its head.

Yes, the leader still has authority, he or she is still in command, still takes charge; but the people in the organization no longer exist to serve the leader. The leader exists to serve the people.

Servant-Leadership Tip No. 1: Relinquish the Right to Control.

If you create an environment where the people truly participate, you don't need control.

I have always believed that the best leader is the best server. And if you're a servant, by definition, you're not controlling.

As a leader, there are things you should be in charge of and things you should not want to control. You should take charge of setting the vision for the organization. You should take charge of communicating that vision. You should take charge of organizing the effort to achieve that vision. You should take charge of holding people accountable for

Working toward that vision. But you should not try to control people or micromanage their activities. You'll get much more out of people if you give them the freedom to use their own initiative, their own imagination, their own creativity to solve problems and advance the organization to its goals. Yes, people will make mistakes—and they will learn from those mistakes and become even more valuable to your organization.

If you try to control all the actions of the people in your organization, either through a book of rules or by physically breathing down their necks, this is the result you will get: people will be afraid to think for themselves, afraid to use their common sense and initiative, and afraid to act as servants.

As a servant leader, your goal is to surrender control and empower people to do great things for you and your organization.

The Ritz-Carlton philosophy is expressed in this simple statement: "Ladies and gentlemen serving ladies and gentlemen."

Every Ritz-Carlton employee, including junior bellhops, can spend up to two thousand dollars on the spot to fix any guest's problem. No questions asked."

Servant-Leadership Tip No. 2: Learn to See Servanthood as an End, Not a Means to an End.

Servant-Leadership Tip No. 3: Let People See You Serve.

Servant-Leadership Tip No. 4: Get Your Shoulders Dirty.

Servant-Leadership Tip No. 5: Focus on Influence.

Servant-Leadership Tip No. 6: When People Fail You, Dispense Forgiveness and Grace.