"Tribes"
Seth Godin
Notes by Dave Kraft

A tribe is a group of people connected to one another, connected to a leader, and connected to an idea. (1) You can't have a tribe without a leader—and you can't be a leader without a tribe. (2) We are drawn to leaders and to their ideas, and we can't resist the rush of belonging and the thrill of the new. (3) By challenging the status quo, a cadre of heretics is discovering that one person, just one, can make a huge difference. Heretics are the new leaders. The ones who challenge the status quo, who get out in front of their tribes, who create movements. The marketplace now rewards (and embraces) the heretics. It's clearly more fun to make the rules than to follow them (11) Leaders have followers. Managers have employees. (14) What do you do for a living? What do you make? Leaders make a ruckus. (19) Great leaders create movements by empowering the tribe to communicate. They establish the foundation for people to make connections, as opposed to commanding people to follow them. (23) The most important tribes are bored with yesterday and demand tomorrow. (31)

Life's too short to fight the forces of change. Life's too short to hate what you do all day. Life's way too short to make mediocre stuff. And almost everything that's standard is now viewed as mediocre. (32) Individuals who push their organizations, who inspire other individuals to change the rules, thrive. Again, we're back to leadership, which can come from anyone, anywhere in the organization. (35) It certainly involves having authority over your time and your effort and having input into what you do. (40) The organizations of the future are filled with smart, fast, flexible people on a mission. The thing is, that requires leadership. (41) What people are afraid of isn't failure. It's blame. Criticism. (46) 2. How can I create something that critics will criticize? (48) Heretics are engaged, passionate, and more powerful and happier than everyone else. (49) Deciding to lead, not manage, is the critical choice. (52)

If you're not uncomfortable in your work as a leader, it's almost certain you're not reaching your potential as a leader. (55) For seven, ten, or even fifteen years of school, you are required to not be curious. Over and over and over again, the curious are punished. (64) You don't need a plurality or even a majority. In fact, in nearly every case, trying to lead everyone results in leading no one in particular. (65) Not only aren't leaders most people, but the members of the most important tribes aren't most people either. Most people are really good at ignoring new trends or great employees or big ideas. (68) Change isn't made by asking permission. Change is made by asking forgiveness, later. (70) Instead, these innovations are examples of leadership, about one heretic, someone with a vision who understood the leverage available, who went ahead and changed things. (75) The easiest thing is to react. The second easiest thing is to respond. But the hardest thing is to initiate. Initiating is really and truly difficult, and that's what leaders do. They see something others are ignoring and they jump on it. They cause the events that others have to react to. They make change. (86) "Everyone will think it's stupid?" "Everyone says it's impossible." Guess what? Everyone works in the balloon factory and everyone is wrong. (91)

I define *sheepwalking* as the outcome of hiring people who have been raised to be obedient and giving them brain-dead jobs and enough fear to keep them in line. (96) When you hire amazing people and give them freedom, they do amazing stuff. (98) You can always claim the career you deserve merely by refusing to walk down the same path as everyone else just because everyone else is already doing it. (99)

I don't have many people working for me. I'm in the business of leading people, taking them somewhere we want to go. It's not just pointless, it's painful. Instead of wondering when your next vacation is, maybe you ought to set up a life you don't need to escape from. (101) The only thing that makes people and organizations great is their willingness to be not great along the way. The desire to fail on the way to reaching a bigger goal is the untold secret of success. (108) The organizations that need innovation the most are the ones that do the most to stop it from happening. (113) Hope without a strategy doesn't generate leadership. Leadership comes when your hope and your optimism are matched with a concrete vision of the future and a way to get there. (122) If no one cares, then you have no tribe. If you don't care—really and deeply care—then you can't possibly lead.

- Leaders challenge the status quo.
- Leaders create a culture around their goal
- Leaders have curiosity
- Leaders use charisma
- Leaders communicate their vision
- Leaders commit to a vision
- Leaders connect their followers (126)

Listen, really listen. Then decide and move on. (128) Part of leadership (a big part of it, actually) is the ability to stick with the dream for a long time. Long enough that the critics realize that you're going to get there one way or another…so they follow. Given that leaders can appear anywhere in an organization, it seems to me that the job of senior management is to find them and support them. (132) It's not hard to come to the conclusion that you desperately need more leaders, more deviants—more agents of change, not fewer. (133) Find leaders (the heretics who are doing things differently and making change), and then amplify their work, give them a platform, and help them find followers… (134) I think we have an obligation to change the rules, to raise the bar, to play a different game, and to play it better than anyone has any right to believe is possible. (135) Albert Einstein said, "Imagination is more important than knowledge." Leaders create things that didn't exist before. They do this by giving the tribe a vision of something that could happen, but hasn't (yet). You can't manage without knowledge. You can't lead without imagination. (137) No one gives you permission or approval or a permit to lead. You can just do it. The only one who can say no is you. (138)