



NEGOTIATING YOUR FUTURE

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Extraordinary Ordinary People

- Secretary Rice's parents gave her every opportunity.
- Through a course in international politics, she found a passion.

Dealing with Our Past (4:45)

- You have to own your past, but you can't be a prisoner of your past.
- In segregated Birmingham, if you were going to be taken seriously, you had to be twice as good.
- There are no victims. When you consider yourself a victim, you have given control of your life to somebody else.
- You may not be able to control your circumstances, but you can control your response to your circumstances.
- Even in the hardest of times, persevere and keep moving forward.

Leadership Lessons from Tragedy (7:00)

- Sometimes in leadership, particularly when you face a crisis, you have to establish for yourself, "What is the most important thing for me to remember?"
- You may not have the right institutions, and you have to make it up on the fly.
- You need people who are competent, can learn on the fly, and figure out what to do.
- You may make mistakes, but the biggest mistake you can make is not acting.



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Principled Leadership (10:45)

- The most important thing that any leader has is the sense that “this is somebody I can trust.”
 - Integrity is the bedrock of leadership.
 - If you ever lose trust, that’s the one thing you can never get back.
 - People need to be able to trust your word.
 - One of the things that can destroy an organization faster than anything else is gossip.
 - If leaders talk behind people’s backs, everyone knows, and it can erode confidence in an organization.
- Develop leadership characteristics, and see leadership characteristics in other people.
 - Nobody leads alone.
 - How you facilitate others to do their jobs well is an important part of leadership.
- Leadership is vision.
 - People want to know where they’re going.
 - Humans are the only beings that live in a present, know of a past, and have expectations of a future.
 - You need to link those for people.
 - Use narratives in creating a vision.



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- Our job is to keep perspective. Leadership is not always completely achieving everything on your watch, but making sure that you pass on better conditions to those who follow you.
- To manage, leaders need to know enough about what's going on in their organization to lead it.

Building Bridges (16:45)

- There is no better time than now to be a woman who is either in a leadership position or seeking positions of leadership.
- Do not let others' prejudices be your problem.
- If you're the different one, you can walk into the room with confidence, but you can also build a bridge.
- Sometimes, it's OK to try to make others comfortable, not just wait for them to make you comfortable.

Taking a Do-Over (19:45)

- In later stages of life, there might be lots of things you would rather you had done differently.
- For Secretary Rice, one is not being able to achieve comprehensive immigration reform.



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Handling Negotiations (22:15)

- Go in knowing what you're trying to achieve.
- If it's a multi-party negotiation, figure out where your support might come from.
- The most important thing in negotiation is to be a good listener.
- If you can listen to what others are saying, you might begin to find interest overlap.
- However difficult the negotiation, listen first and it will give you a better sense of what's possible.

Meeting People Where They Are (24:30)

- It's important to understand where people are before you tell them where you have to go.
- We have to listen to people with whom we disagree.
- No one likes to be told everything has to change.
- Give them a sense of what is timeless and will continue.
- Keep a sense of calm and perspective.
- You can leave some things until tomorrow.



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The Life of the Mind and of the Spirit (28:30)

- It's OK to be a questioner.
- God gave us a mind and expects us to use it.

Extraordinary Times (31:00)

- Always remember that there have been harder times.
- Human beings are incredibly resilient and capable of meeting the challenges of the time.
- The next generation is public minded and will do remarkable things.
- Human beings keep making the impossible seem inevitable in retrospect.
- Do not be daunted or fearful of the future, but be insistent that we're going to shape it for the betterment of humankind.