

# Philosophies in Leadership

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World Scientific Publishing House

ADDRESS : Chase Business Centre, 39-41 Chase Side, Southgate,  
London N14 5BP, UK

ISBN : 978-1-913760-18-2

Size : 14c m x2 0cm

Edition : 1st edition in December 2020

Printing : 1 printing in December 2020

Price : 15.00 £

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WHAT'S IN

STORE?

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Times for Fast Food

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Leadership Development





*No. 1*

A Spotlight  
on Lynsi  
Snyder, CEO  
of In-n-Out

Lynsi Snyder is the CEO of the famous In-N-Out Burger chain. Even though she is the president of a very popular fast-food company, she remains very humble. Lynsi Snyder has refused many interviews because she believes that there is more value in serving the customers than putting the spotlight onto her. Lynsi Snyder is loved within the company. In fact, with a 99% approval from the employees, she was voted to be one of the top three CEOs in 2019 on Glassdoor.



Lynsi Snyder is an important leader because she is a CEO that values associates, focuses on customers, and helps improve the community. A company president needs to value one's associates and yet not all company presidents value their associates. Currently, the company has claimed that all its associates are to start at a minimum of 13 dollars an hour. An hourly wage of 13 dollars is a lot more than the other fast food companies compared to the wages of companies such as

McDonald's (average of 10 dollars per hour) and Subway (average of 10 dollars per hour). It is also much higher than the minimum wages in many states. In 2020, the Federal minimum wage is 7.25 dollars. Also, according to Business Insider, store managers can garner an income of about \$160,000, which is significantly higher than some STEM workers in Silicon Valley. These managers receive such high payment mainly because of a tradition that was kept by the Snyder family. Just as Esther Snyder once stated, the family is very grateful to work with dedicated managers who "run the restaurants as if they were their stores." This practice also makes In-N-Out the company that has the lowest turnover rates in the fast-food industry.

Lynsi Snyder has also kept the tradition of In-N-Out company: associates can still work their way up from food preparations to store managers without a college degree. Most companies require their employees to have at least a college degree to move up the ranks, or they require their associates to work at that company for many years any promotions are offered. This feature of moving up in ranks is quite

attractive for prospective associates because it gives the associates incentive to grow and feel more hopeful about staying within the company. When more associates stay, there is a smaller turnover rate, which means that fewer associates are leaving. This works to the In-N-Out's advantage because less turnover rate equates to less money and energy spent in training new associates who, if they are unsatisfied by their work environment, might leave.

On top of that, Lynsi Snyder also provides 401(k) plans, paid vacation, and dental and vision coverage for both part-time and full-time associates, which is a surprisingly good treatment for a fast-food company to offer.

Additionally, Lynsi Snyder is a leader who not just provides decent wages, she is also a leader who listens to her associates, trains them with flexibility, and provides dynamic incentives to help bolster company morale. By giving strong training programs that include interactive learning and one-on-one training, Lynsi Snyder not only improved their associates' engagement but also fortified the

Associates' knowledge. During an interview, Lynsi Snyder stated that "associates have told us that when they are growing and learning new things, they are more engaged in their job." When associates are engaged in their jobs, they are more likely to have better work performance and higher efficiency. Not only can they get more work done in a shorter period of time, they would also have more positive attitudes when communicating with their guests. Being able to grow and learn new things is also important. Learning new skills allows the associates to perform better at their posts, which can also help the associates to be more engaged in their jobs. Providing such good treatments makes sure that the associates are happy at work and are willing to serve the customers with a warm attitude, leaving the impression of warmth and happiness for both new and old customers.

Lynsi Snyder is a successful leader both in the business world and the nonprofit world. In addition to maintaining the In-N-Out company, Lynsi Snyder also founded a non-profit organization called Healing Hearts & Nations in Africa and India. The organization mainly serves to help in two areas: to train local

people to become leaders and to improve their community.

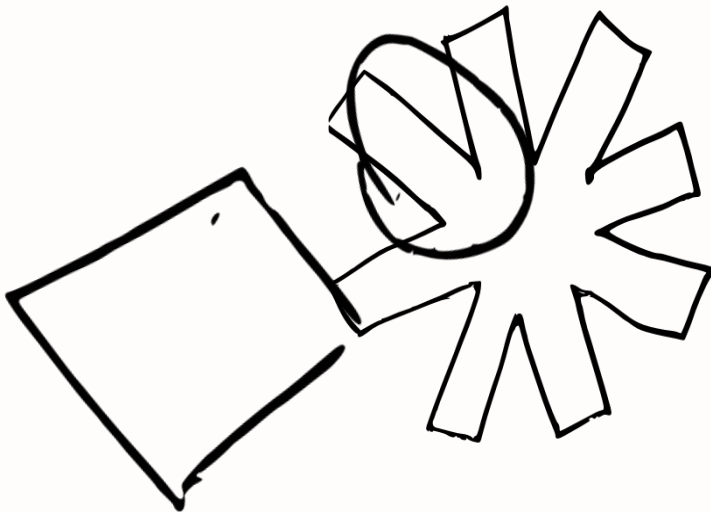
Even though Lynsi Snyder is currently a successful leader, just like everyone else, she also came across her fair share of hardships before achieving such accomplishments in her leadership position. The death of her uncle and her father when she was 17 years old, the four times of marriages and drug abuse were some of the hardships that Lynsi Snyder came across in her life. Her faith in her religion helps her to cope with all these misfortunes and gives her the strength to uphold a positive outlook on life.

Not only did her unwavering Christian values influence her life, but they also influenced the way that Snyder runs the company. Some In-N-Out merchandise items contain biblical proverbs, such as the soft drink cups and the fried potato plates. These biblical proverbs show how Lynsi Snyder cherished her Christian values. On top of that, the Snyder family has always embraced the Christian belief of treating their neighbors as they would treat themselves. They

treated everyone equally no matter what role they have in the company. They always use the word "associates" instead of referring to the workers as employees because it brings a sense of unity beyond the workplace.

In addition, the Snyder family is known to have always tried to make sure that their associates feel a sense of belonging within the company. To achieve this, Lynsi Snyder spends quite a lot of time with her associates. In one interview, she told the reporter journalist that she and her associates frequently spend time doing activities together, such as annual trips and sports events. Lynsi Snyder also states that "every year we have several trips to my Dad's ranch, sometimes for workshops and play, sometimes just for In-N-Out family time". It is important for the associates to engage with the leader outside of the workplace so they have a chance to communicate and gain better understanding of each other. From this, the leader, Lynsi Snyder, can learn about their followers' characteristics and can later assign them to a position that best fits their personality and skill set,

it can also help them design future plans and activities for the associates. The follower can gain a higher understanding of the leader and can better understand the changes and decisions made by the leader. Being engaged with the leader outside of the workplace can also help develop a sense of loyalty and understanding within the associates.





No. 2

24

Perspective

s on

Leadership



# One

Think like a baker, not an eater. A baker believes she can bake more and bigger pies. An eater believes that life is a zero-sum game: What others eat, he cannot eat. Bakers are trustworthy. Eaters are not.

-Guy Kawasaki

When it comes to bakers, they are the producers. They think beyond the confines of conventional thought because they want to create, not just for their own sake but to share their gifts with others. Eaters have a different intention in mind because they are consumers. Consumers, according to Kawasaki, have a one-track mindset and exist for their own pleasure. They do not give like the baker does, and they do not use their imagination for the benefit of society. Sometimes, it is important to balance the two roles because if the baker is always sharing- they can feel as if they are taken for granted or risk feeling burned

out. If the person who is eating is always consuming, they are not always able to learn the beauty in sharing with others and understanding their act of overconsumption does not help them practice the art of creating through imagination.

Everytime after I was helped by my friends, I always like to give them something in return so the two roles are balanced. I remember a time when my friend, Bess, went out of her way to help and print a copy of biology notes for me because my printer broked. I returned and thanked her by reminding her of the pages of math that we have to do for homework, so her grade wouldn't drop because she didn't know what page she has to do for homework.

In this case, my friend Bess is the baker who helped me first, and I am the baker as well because I also helped Bess when she needed help. In this case, neither of us were eaters, per se, because we benefitted one another by helping each other in need.



## Two



A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent.

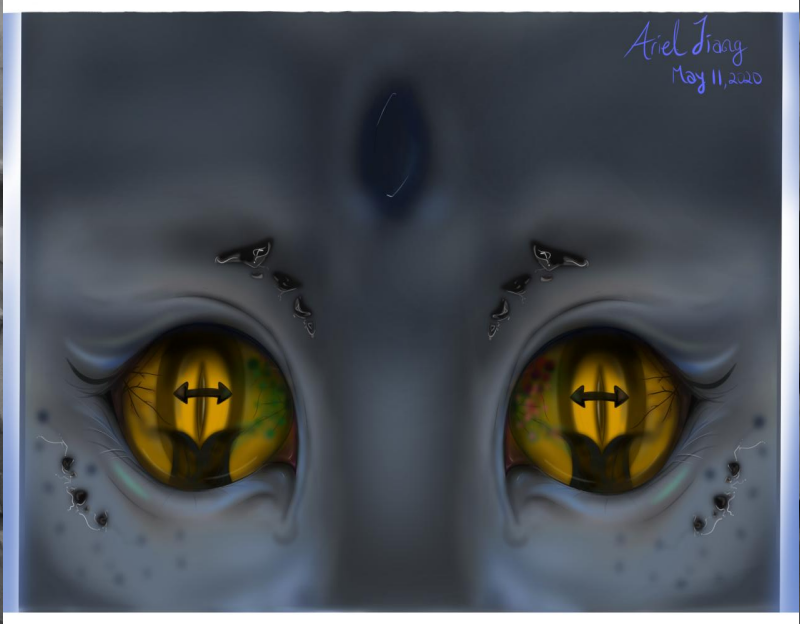
-Douglas MacArthur

MacArthur states that to become a good leader, you have to be unafraid to make tough decisions and to have the courage and confidence to stand alone. Since a leader has to make many tough decisions by themselves.

For example, parents sometimes have to make tough decisions for the good of their children even though the children might disagree with their parents' decision. My mother is sometimes reluctant to let me join specific extracurricular

activities such as the four-hour sketch classes that will fill up most of my afternoons even though I am interested in it. I understand her reluctance because I know this is to make sure that I have enough time for more important events, like school events and test preparations. To compromise, I end up taking only half of the previous time for these extracurricular activities such as taking only two days per week attending the four-hour sketch classes instead of four days per week.

This was a tough decision for me to make because I wanted to commit fully to the classes. However, to respect my mother's concerns while also participating in the classes, I have shortened my sketch class times.



# Three



People ask the difference  
between a leader and a boss.  
The leader leads, and the  
boss drives.

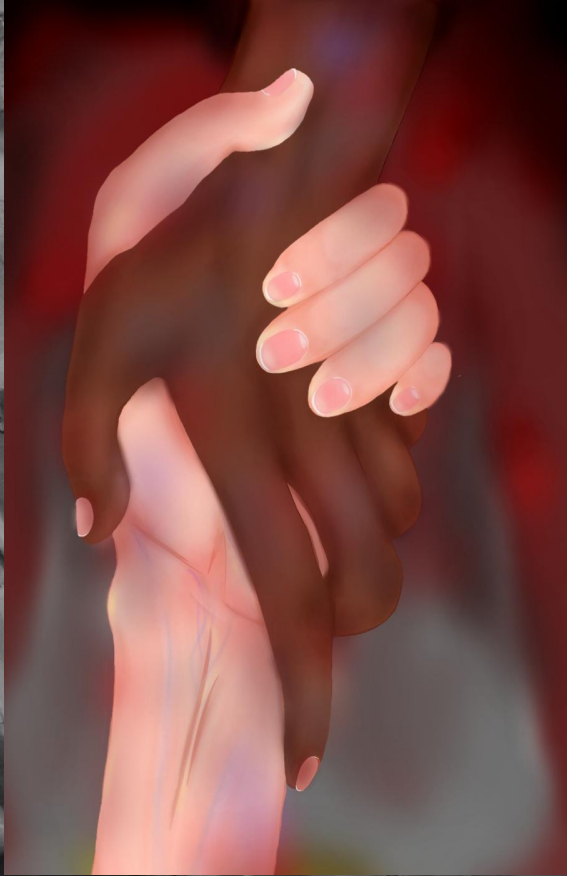
-Theodore Roosevelt

Roosevelt states that a leader guides the way and motivates the group. The boss sets standards for you and demands you to meet his goal. The boss doesn't usually inspire others and usually assign work to people, while a leader inspires others and guides them to achieve what they want to achieve. A leader is more like a good friend since they help encourage and guide you. While a boss is a person you go to whenever you finish a mission in an assignment.

For example, when one of my older cousins tried to inspire me when I can't think of any creative ideas for new art projects, she becomes a leader by trying to guide me so I can find the perfect idea, like showing me pieces of her artworks and pointing out interesting designs online. One of my favorite pieces that I've completed was inspired by her. It is a digital artwork and it was my favorite because it is very unique and slightly more on the abstract spectrum. My cousin and I were feeling quite bored at a family event and we stared at the fish tank while I was explaining how I felt like I had an artist's block. She mentioned how the goldfish's eye seemed to be looking at you, but never really looking at you at the same time.

She inspired me to incorporate the idea of creating a digital piece that is framed like an eye because when we're on social or digital media, we are looking at people from our perspective but never truly seeing them for what they are behind filters and photographic edits.

I suppose she never really meant to lead me, but she became a leader by helping me overcome my obstacle of creating a new art piece and inspiring me to find meaning in even the simplest of things.





# Four

The role of leadership is to transform the complex situation into small pieces and prioritize them.

-Carlos Ghosn

Leaders need to break down a complex situation into small pieces because it prevents the followers from being overwhelmed by certain situations so they can calmly solve or work out situations. It is important to keep followers from being overwhelmed because it might lead to problems, such as self-doubt, lack of motivation, or frustration, and sometimes followers might quit. Some of the strategies a leader might use when breaking down a complex situation are seeking out other mentors who might have experience in similar situations, reading many books about how to overcome certain obstacles, or attending

seminars about leadership and personal development. It's critical to prioritize them so they can solve the most urgent ones first.

Whenever there is a shooting drill in school, my teachers always remain calm and try to pacify their students so they can prevent further problems caused by a panicked crowd of students. One time during a school lockdown drill, teachers passed out snacks and drinks such as chips and water and ordered the students to sit in the cafeteria. The teachers also explained and frequently updated the situation to the students. The teachers also gave us silent activities for us to keep ourselves busy so that the situation would not seem worse than the hypothetical reality. In this case, the teachers are the ones who act as leaders and try to solve or prevent future problems that may arise from harrowing situations.



# Five



The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.

—Theodore Roosevelt

A leader doesn't always meddle when others are doing their work. They let others complete the work themselves because they trust that the person can complete the project. They are also clear about whom they want to work with.

In my case, whenever I had a group project with my classmates, I always trusted my group mates that they would finish their section on time and always considered their opinion and how they would go on executing their portion. One example

of this is when I was preparing group presentations for biology.

When one of my group mates wanted to finish part of the presentation by himself, we trusted him and let him work on his own. Eventually, he did finish his section before the due date and we made changes after he finished.

Later on, in the school year, my teacher made a rule that we could not change others' work when they are still working on them. He made this a rule because there once were students who changed other's work frequently when others were still working on it. This not only prevented quarrels but is also part of the reason why my group mates also respected my opinion.



Ariel Jiang



# Six



Leaders think and talk about the solutions. Followers think and talk about the problems.

-Brian Tracy

Leaders are meant to innovate; thus, they must learn to think about solutions. Followers are those who have allowed their thinking to be confined and standardized. One cannot exist without the other because leaders always need followers to present the problem for innovative thinking to take place. This is not to say that followers cannot be leaders. Followers can start out concentrating on the problem and come up with solutions.

With Steve Jobs, he was known to think ahead of the game and always looked for solutions for everyday problems before people knew there was an issue to begin with. He's an example of a leader because he wants to find a solution, but he must have a problem to fix first.

For example, whenever our biology teacher assigned a group project, he always explains all the problems he thought we might come across first so that it is less likely to occur. On top of that, he always explains the directions very clearly, such as when we were making a virus model using paper, he explained steps on folding and taping the paper. He also hints that the colors have to be the same as the virus itself to prevent us from coloring random colors. He is an example of a leader because he prevents us from getting confused and also guides us on how to complete the task.



Ariel Jiang  
April 28, 2020

# Seven



A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves.

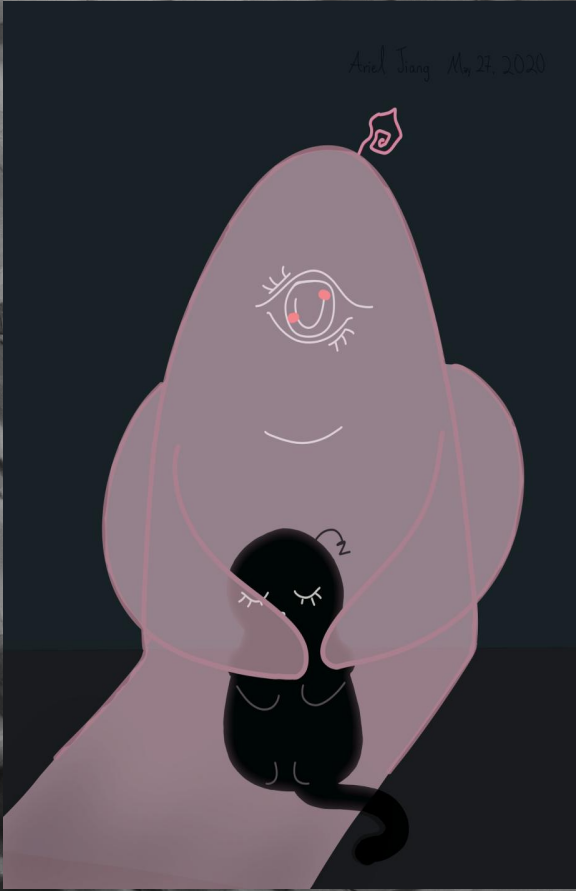
-Lao Tzu

Leaders are the people who direct paths for the people, but they do not interfere with how the people are going to do to achieve their goals. Leaders let people develop their ideas freely rather than restricting them. A leader can accept many new and different ideas that the followers come up with and are happy when the followers come up with different innovations.

For example, I was guided by many of the artists online and who are art school graduates. They helped

me increase my spectrum of techniques and had brought up many helpful suggestions, such as modifying lighting contrasts but they never limited my drawing style. One of the ways they provided me the freedom to think and explore my artistic expressions is that they never suggested that the color of a specific thing, such as a tree, should be colored with one specific color only. This makes me more creative and more open to learning new techniques. These artists are like leaders and directed me through a path by teaching me the techniques. However, they did not restrict me or interfere with what I did.

Ariel Jiang May 27, 2020



# Eight



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

-Nelson Mandela

People appreciate leaders who give all the credit to their followers and take the blame when something wrong happens. Many successful and popular leaders like to give credit for accomplishing their achievements to their followers and supporters. This action not only incentivizes others and makes others feel good about themselves but also it makes the leader be perceived as compassionate; thus, it is a way to gain more support.

There was one time when I volunteered at an art event because I wanted to participate in more activities that have to do with art. As a volunteer, some of my responsibilities were to help the children make tutus and to guide them to different components of the art event. There was a very young girl in second grade who was attending the event and she asked for help on making a tutu. I showed her how to make the middle parts of the tutu and I helped her to both start and finish the tutu. I was happy that she received credit for making the tutu because I saw how hard she tried to make her tutu. The girl was very happy both because of the compliments she received and also because she had made it herself, with just the right amount of guidance. This helps gain confidence in the young girl.

With this experience, I not only received her friendship but also the girl saw me as a guide and someone she can come to for help. From this, I have learned that being a leader is not just about taking the credits, it is about helping others to achieve and to reach their full potential.



# Nine



When the effective leaders have finished with his work, people say it happens naturally.

-Lao Tzu

A successful leader can influence people without them noticing. The people will naturally start to follow you if you are a successful influencer. Being a good influencer entails having knowledge about the circumstances, having built a foundation of trust from others, and having the ability to solve problems with conceptualization.

For example, in 2016, I started to truly take drawing

seriously when I was influenced by an art school graduate. I insisted on redrawing one or two art pieces from some talented artists every week and always tried to draw them from different perspectives. I analyzed the details of the artworks and tried to find the uniqueness of each piece and it was very time consuming but worth it in the end. Eventually, I was able to learn from them and succeed in making my originals. After showing my interest in art, people around me noticed a huge improvement in my techniques as I practiced them. Eventually, I was able to create using many of the principles and was able to create pieces of artwork that many others like.



# Ten



The true mark of a leader is the willingness to stick with a bold course of action – an unconventional business strategy, a unique product-development roadmap, a controversial marketing campaign – even as the rest of the world wonders why you’re not marching in step with the status quo. In other words, real leaders are happy to zig while others zag. They understand that in an era of hyper-competition and non-stop disruption, the only way to stand out from the crowd is to stand for something special.

Leaders take different actions compared to others. They have very different goals and use unique strategies to help them achieve their goals. They do not follow the crowd. For example, Richard Branson, the founder of the Virgin Group, focuses more on the employees' emotions and work satisfaction. He wants his employees to be positive because employees who are happy at work tend to go the extra mile for their customers. Going the extra mile for customers helps establish a sense of loyalty, which encourages customers to either keep coming back or refer their friends and family to the business.

Whenever I walk into a store or restaurant with some energetic and friendly staff members, I always have a better impression of that business. Getting a favorable impression from companies makes it more likely for me to go there next time and appreciate the quality of their products or services.

A leader that has a different focus from Richard Branson's is Lynsi Snyder of the In-N-Out company. She focused more on trust and love. Snyder makes sure that all the In-N-Out restaurants are neat and clean and that

the customers can trust the company to receive friendly service in their experiences inside the restaurants. At the same time, the employees feel cared for while working for the company. The benefits of working in the In-N-Out company include paid vacation, dental and vision coverage, free meals, higher-paid, and a 401k plan. Snyder also makes sure that the company is honest with its food quality and that the customers feel that In-N-Out is a trustworthy company by taking accountability when necessary. This also helps establish a sense of loyalty in the customers and makes sure that they want to come back or recommend their business to their friends and family.

Ariel Jiang  
May 18, 2020





# Eleven

A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better.

-Jim Rohn

Leaders help other people to achieve their goals, no matter if they are currently doing poorly or doing well. An example of this is the teacher. Teachers guide different kinds of students and try to improve them so they can meet their academic goals and to become a better person in life.

As for me, I help my schoolmates with the problems they have for different academic courses in school. Such as explaining parts of a play that we are reading in class or clarifying some math problems that are a bit complex. For example, on the week of March 23-27, when our online school just started due to Covid-19, many of my classmates were confused on how the classes work, I did my best to help them with their concerns, and in return, they also helped me a lot on both mentioning small details that I have missed and discussing difficult homework problems with me. We discussed and taught each other the parts where our teacher did not go over. This not only helps my classmates but also deepens my understanding of this knowledge because the highest level of learning is to teach.



# Twelve



Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.

-Colin Powell

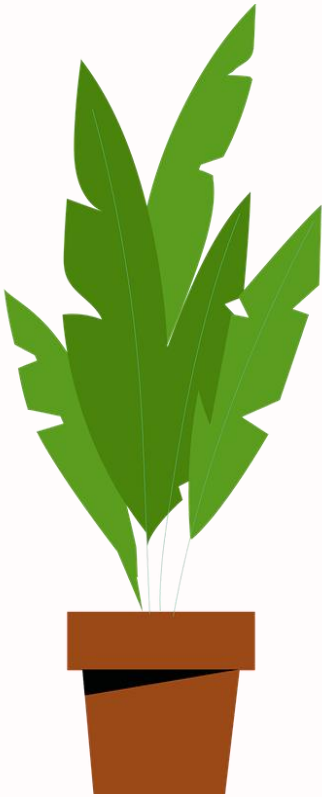
Leadership is the ability to help others to solve the problems they have and the desire to help or direct others. Leaders, such as elementary school teachers, teach skills and introduce different jobs

to the students so they can solve their problems, and also get an idea of what they want to be in the future. This is a prime example of leadership since the leaders, or in this certain case: teachers are guiding students and helping them to improve.

I was having trouble preparing for my biology tests, and I tried different strategies on my own at first; however, I saw only a slight improvement. I then asked my biology teacher on ways to prepare for tests so I can improve my test scores. My biology teacher taught me different ways to prepare for tests, such as introducing me to an app that can be used for self-testing, which helps me to prepare for tests in many subjects. The app is very useful, and I use it to prepare for many different classes such as biology, geometry, and English. My teacher displayed leadership qualities because he guided me and helped me solve my problems.

Ariel Jiang





# Thirteen

Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.

-Sheryl Sandberg

Leaders can help make others better, even when they are not their leaders anymore. They possess the ability to make sure that the effects last even when they are no longer there with them anymore. An example of this can be a real idol or someone who has a potent life-altering message. They can influence you to maintain perseverance.

They can influence you to maintain perseverance. Leaders have this aura about them that leaves a lasting impact on them, and this, in turn, encourages others to carry on their legacy in a way by giving energetic speeches and saying something cheerful.

Aoligei, who is a famous internet celebrity in China, was recognized for making short encouraging videos. His videos have already been viral in 2019 and can influence strangers who are ignorant of his background. The impact of watching his bright videos can help people in the long run. I had a convincing impression of him the first time I saw the video show by one of my friends. I capitalized on his encouraging words and continued to try hard academically and also tried to encourage others to stay positive with his videos.



June 29, 2020

Ariel Jiao



## Fourteen

If you want to build a ship,  
don't drum up the men to  
gather wood, divide the work,  
and give orders. Instead,  
teach them to yearn for the  
vast and endless sea.

-Antoine de Saint Exupéry

Leaders usually have an uncanny yearning to want to teach people the skills to achieve their goals to feel inspired to start their adventure. Instead of leaders treating people as workers and ordering them to complete specific tasks, which does very little to help them grow, it is better to influence them to see the grander picture. The

The grander picture is essential for leaders to show followers because then they share the same vision and are compelled to meet their goals together.

I always choose to teach my friends how to solve the problem instead of just giving them the answer. This prevents my friends from merely asking me for answers, and it also works as a means for me to take neat and detailed notes in class. While teaching my friends the usage of each method, I also gained a deeper understanding and fortified my memory by explaining, practicing, and repeating the steps with my friends. One time my friends Bess and Laura asked me to explain chapter 20 of Biology, and so I did. I told them about the chapter's critical points, and parts that I think would be tested in the Chapter test, and I shared my notes with them. I was happy to share my notes with them because compared to other biology teachers, my biology teacher usually gives out harder tests because some answers cannot be found in the textbook but from class discussions. From teaching my friends, such as Bess and Laura, methods I learned in class, I developed the trait that a leader has.

*And Jung*  
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# Fifteen



When you put together deep knowledge about a subject that intensely matters to you, charisma happens. You gain courage to share your passion, and when you do that, folks follow.

-Jerry Porras

Followers like to follow leaders who have a breadth of knowledge about their passion because they are likely to plan how to achieve their ambitions. Leaders want to share their passions with others, and because of their enthusiasm, it attracts other people to help their cause. Courage is an integral attribute for leaders to have because it

helps them when making tough decisions and publicly sharing their ideas. Followers might not follow the leader if they do not dare or feel confident enough to first share their ideas with them.

I remembered when I started a small donation project in 2019; The project is on donating art supplies to the young children in the Boys and Girls Club to continue to create and be inspired in class. From this project, I learned that I would have to first express my thoughts and ideas to my friends to convince them to cooperate. If I didn't express my thoughts to my friends and try to convince them to participate, I wouldn't have successfully collected more than 100 dollars worth of art supplies within a few days. This instance reminded me of Porras' quote because my friends agreed to help when I shared my idea with charisma.



# Sixteen



Almost everything I have read has been useful to me — science, poetry, politics, novels. I have a lifelong interest in epistemology and learning. My books have helped me develop a way of thinking critically in business.

*-Sidney Harman*

Reading can help develop critical thinking skills and is also essential because it is used in all subjects. Text can be both entertaining or a form of learning new ideas. Many studies show that reading can prevent or slow down memory decline, and not only can it prevent memory decline, it can also make the reader more emotionally intelligent.

For example, Warren Buffett, both the chairman and the CEO of Berkshire Hathaway, is one of the world's most successful investors. It is reported that Buffett spends 80 percent of his day reading. According to an article about Warren Buffett on CNBC, science shows that his reading habit is very beneficial, such as reading 500 pages a day can help you stay mentally sharp, having a higher level of empathy, and it makes it more likely to be well-educated, therefore have a healthier lifestyle.

Reading makes up a significant part of my learning experience in school. We were always told to read different articles for subjects such as biology and language arts and were also taught to read and analyze word problems in math. Being able to read prevents failing in a class and is also an essential part of the entertainment. Being able to read allows us to understand the stories posted on social media and comment on them. Just as the quote mentioned, reading is a crucial aspect of our lives.

In my case, reading helps me increase my techniques in art. It increased my critical thinking skills by introducing different points of view that I can learn from. After reading through many different instructional books and steps on how various artists use their supplies, I can choose what best fits my needs and abilities and use them for my project.

Ariel Jiang May 24, 2020





# Seventeen

Everything I read was public. Anyone could buy the same books and magazines. The same information was available to anyone who wanted it. Turns out most people didn't want it. Most people won't put in the time to get a knowledge advantage.

-Mark Cuban

When we were kids, we were often told that reading was the key to success, and unfortunately, according to Mark Cuban, not all of us took that to heart. Books are rare to be found in people's palms in public because we've grown accustomed to having digital electronics being the means of entertainment. We can say that we're reading on

our tablets or phones but are we truly garnering the knowledge that is so keen for us to gain through books- no. There is a stark difference between scrolling/reading and reading true books because our phones have more distracting factors (ads, notifications, etc.) and so our brains retain much less of the knowledge we can find in the unlimited database we call the Internet.

I was quietly reading at a cafe and someone came up to me and asked me about what I was reading. I told them I was reading *Ash Princess* by Laura Sebastian, which turned out to be one of my favorite YA fantasy books and they seemed really interested in reading it. The cafe was located inside a bookstore so I simply pointed at the shelf where the book was and the person said, "Oh no, I don't read anymore, I never have time to read, but I can always just look up the summary on SparkNotes." I went back to the thrilling adventure between the pages and when I glanced up, I noticed that the 30-something year old was watching *The Walking Dead* on their laptop--at a bookstore.

While I don't judge people on how they decide to use their time, it was so sad to hear them almost brag about not reading and entering worlds through books. Similar to what Mark Cuban says, a whole universe of knowledge and adventures are out there in our very own bookstores and local libraries for anyone to take, but ignorance is a choice.



# Eighteen



Control is not leadership; management is not leadership; leadership is leadership. If you seek to lead, invest at least 50 percent of your time in leading yourself--your own purpose, ethics, principles, motivation, conduct. Invest at least 20 percent leading those with authority over you and 15 percent leading your peers.

*-Dee Hock*

Leaders should lead instead of controlling and managing. Being controlling is when someone has 100 percent control over one's actions and is always controlling someone's actions. The relationship between the vaccine researcher and the volunteers who had just adapted the new, experimental vaccine is a prime example of controlling. After

After adapting the vaccine, the volunteers have to live inside a hospital so that the vaccine researcher has control and access to the volunteers and their current health conditions.

Managing is when someone arranges the events and determines the completion of the final product but does not interfere with the process. A boss is an example of managing. A boss who gives an employee a specific amount of time to complete a specific product that he wants and checks for completion. A boss who only cares about the end result and does not interfere with the process of completing the product does not necessarily make them a leader. Dee Hock mentions that leaders should take half of their time leading themselves and about one-fourth of the time to lead others. Things that a leader should consider when leading themselves are purpose, ethics, principles, motivation, and conduct.

Leaders should make clear the purpose of their actions and plans. This action can help others with

clearing up any confusion and prevents miscommunication. A way to prevent yourself from forgetting the purpose is to remind yourself every day. When I take action for something that is going to take a long time, I frequently remind myself of the purpose of the action so I would not get confused about why I am taking the action. I spend time helping my younger brothers with their homework, such as reading and forming sentences, because my parents do not have enough time.

Ethics are moral philosophies that can influence one's behavior. It is a sect of philosophy that is centered on how a person should behave in a circumstance that is deemed morally right or good. They are important for everyone to have, but they are quintessential for leaders to have ethics and principles. By setting principles, leaders can prevent themselves from making bad decisions during the heat of eagerness, and by setting high ethical principles, the leaders are prevented from doing immoral things to themselves and the

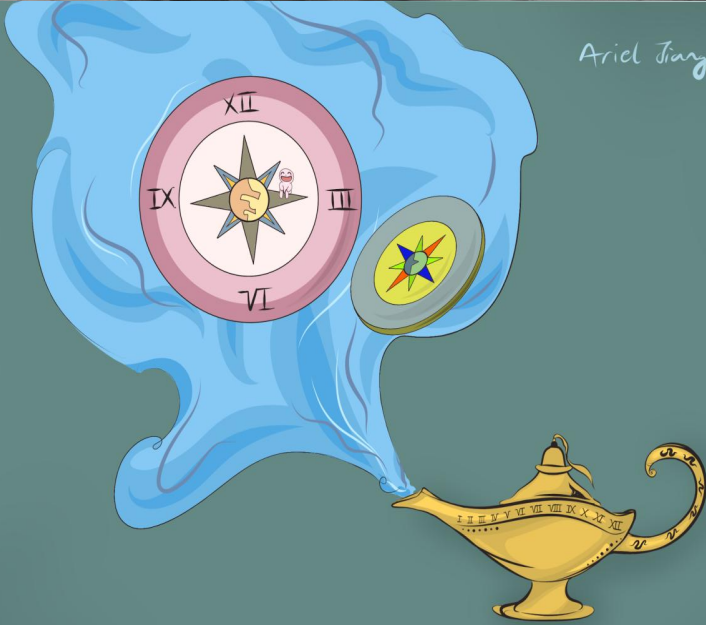
community. Leaders, such as Bill Gates and Warren Buffet, set high principles for themselves. Some possible moral principles that a leader would set for themselves may be:

The leader's motivation for what they are attempting to accomplish at any given time is crucial and should be transparent. If the leader loses sight of their motives for a specific action or plan, they might either stop trying or divert and make some bad decisions that go against their motives and goal. Motives can also determine the results of our work. Having bad or evil motives might end up hurting both the leader and some innocents in the crossfire. On the other hand, having good motives can lead to good results, and can benefit people other than the leader.

Conduct is the actions or manners that someone behaves. Leaders had to be aware of their behavior since their followers would see them as an example and copy their actions. Having a bad example means that the follower would be more

likely to act in the same way as an example. Many fans learn from their favorite celebrities and they are easily influenced by the celebrities' actions. If the celebrity is very educated and is well-mannered, the follower would be more likely to seek higher education and also become a well-mannered person. This is because people tend to copy their celebrities' actions and that most of the followers must have shared similar values with their celebrities otherwise they would not choose to follow them.

*Arid Jiang*





# Nineteen

Leadership is the art of getting someone else to do something you want done because he wants to do it.

-Dwight D. Eisenhower

Leaders should not force others to do something that they are not invested in. Bosses sometimes force people to do tasks, and most of the time the task would not be something that the person wants to do. Followers can choose out of interest to follow a leader and to do what the leader asks, but an employee can not choose to not do their tasks simply because it is not interesting.

My high school biology teacher did not force me to study for the upcoming exam on evolution; instead, he suggested that we should review and carefully look over the details. He walked the class through a series of tactics to study biology and encouraged us to try them to see if they are beneficial. When it was time for me to study for the evolution exam that evening, I decided to try my teacher's method of studying instead of my regular routine. I found that I was understanding concepts a lot better because his method was very organized. After two nights of trying his method, I felt ready to take the exam. I was proud to have earned an A and I thanked my teacher, the leader of our crazy classroom, for having the skills and patience to get me to do something that I really wanted to do.





# Twenty

Leadership is the art of giving people a platform for spreading ideas that work.

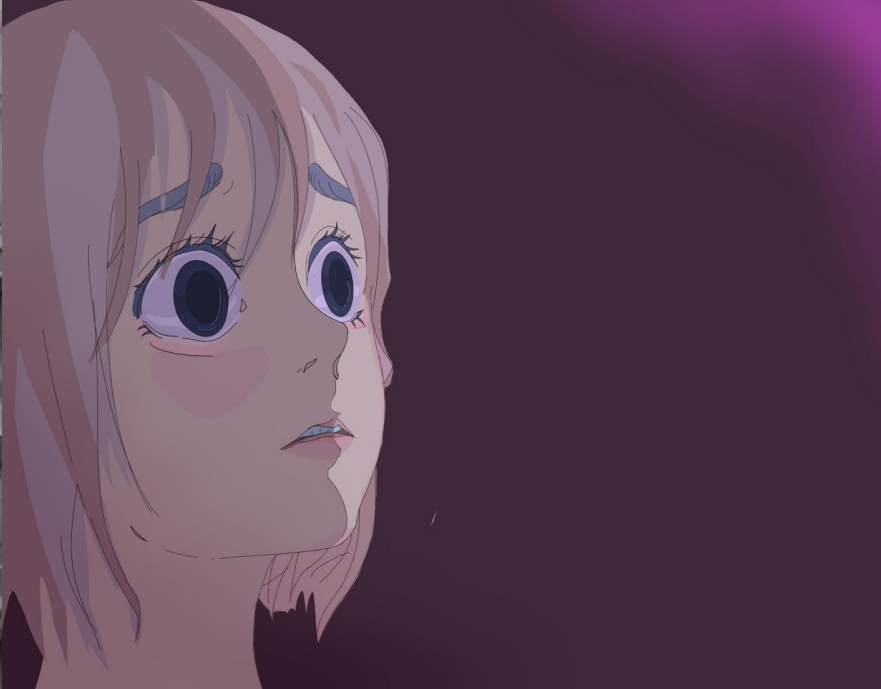
-Seth Godin

People, no matter if they are young or old, no matter what race they are, or where they live, all have imagination and almost everyone in their lifetime would have a wonderful idea that they believe would be successful if they apply it to the real world. However, most people do not have the platform to put their genius idea into use. So not all of the ideas are to be put into use to help strengthen

the society that we live in. Today, the Internet makes it easier for people to find the platform they need and to start their adventure. Because nowadays many people stay at home and not go out to work, people turn their eyes to the Internet, this gives many leaders a chance to come out to give advice and help to the community and to the people who seek new platforms.

Nowadays, I have seen many leaders working on the internet or in media to try to spread their message further and to more people, as some leaders made useful apps for people to use, some leaders started online courses that help people with their academics, and some posted videos that either introduced new pieces of information or spread happiness to the community. For me, I realized that their work introduced me to many new ideas that I found useful not only for academic use but also in my everyday life. For example, I was able to take different online courses that were offered by many universities. This allows me to get

a better understanding of the world. Besides this, I was also introduced to many different apps that are very creative. Both the courses and the apps inspired many new ideas for my drawings. By this, I was able to draw many art pieces that help make the people around me happy. The courses and the apps serve as guides and help me to improve my skills and use the skills to spread happiness to the people around me.





# Twenty-One

To add value to others, one  
must first value others.

-John Maxwell

Valuing others is a very important skill, leaders can not improve their followers if they do not understand their own followers' wants, needs, and fears. Just like a psychologist can not treat their patient if the psychologist cannot put themselves into the patient's shoes and look into the patient's brain to understand their intention and their problems. In order to value others, the two

the two skills that we have to practice are to respect the diversity of each other and to have empathy toward them.

Understanding diversity is a very important skill not only for valuing others but can also broaden our view. It leads to different perspectives, which gives birth to the change of action and ideas. By listening and learning the different perspectives, we can help broaden our view.

Another skill is to have empathy towards others. Empathy is the ability to understand their thoughts and feelings and why they chose the decision they chose. There are many ways that we can practice empathy, such as talking or making new friends or trying out a different lifestyle.





## Twenty-Two

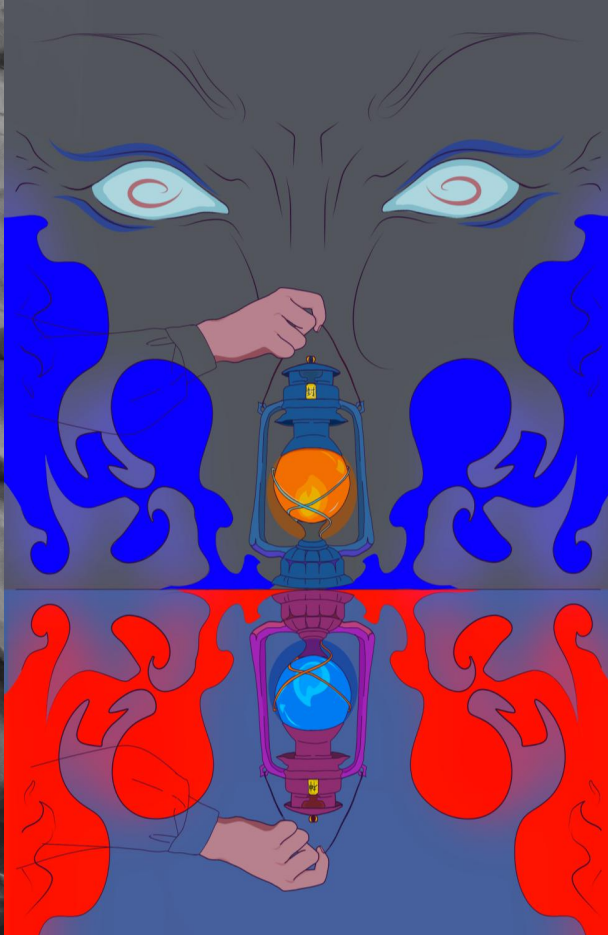
One of the tests of leadership is the ability to recognize a problem before it becomes an emergency.

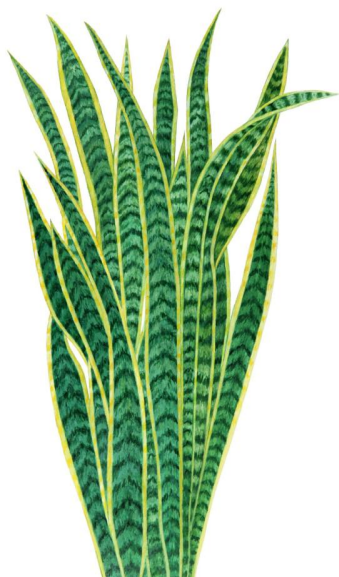
-Arnold Glasow

It is very important to recognize and try to solve a problem before it becomes an emergency, not only business problems but also everyday life problems- such as is the task of the leader of an expedition team or any team. The leader of an expedition team was supposed to pay good attention to details of their plan, this can lower the rate of getting unexpected questions as their

their expedition goes on. The famous historical story of the expedition to Antarctica shows exactly why this skill is important.

Before the trip, the leader of the expedition team, Roald Amundsen, did full preparation for his team. He not only searched for the possible weather and terrain, but he also eliminated the possible problems that might happen during the trip. For example, after considering the terrain of the road that they are going to take and the weather, he decided to switch horses to dogs to pull the sleigh. Later in the trip, he also makes sure that the members have enough food to eat and that every day they would travel for a consistent amount of miles. Roald's ability to do full preparation and to recognize problems before the trip is what separates him from the other expedition team leaders who were also trying to get to Antarctica. This is what prevents severe problems from happening. Roald's decisions prove him to be a great leader for an expedition team.





## Twenty-Three

Too many of us are not  
living our dreams because  
we are living our fears.

-Les Brown

It is important to have the courage to start...well, anything! There are various cases of people who have an inspiring idea that can possibly help their community and make them successful but they don't go out and share their ideas because of fear and insecurities. Some fear that their idea might fail, while some are simply feeling insecure

about themselves. If that is the case, all we simply have to do is to understand the cause of that emotion and get rid of them to get the courage to start. Or even just simply as pushing ourselves out of our comfort zone and start working on the idea.

If you don't start, how will you know if you are going to fail? By starting to work on the idea, they will have a higher chance of success, or using what Les Brown said, a higher chance of "living our dreams".



# Twenty-Four



Keep on going, and the chances are that you will stumble on something. Perhaps when you are least expecting it. I never heard of anyone ever stumbling on something sitting down.

-Charles F. Kettering

Everyone has experienced some struggles in their life and whenever we experience a struggle we should make sure that we have the courage to get up and continue. Recently, my younger twin brothers were learning how to swim. Under my mother's guidance, they eventually learned how to swim in two different styles within just two weeks.

Though learning two different styles in just two weeks seems to be a very smooth experience, however, during the first week of learning, the boys had a hard time understanding the moves and doing them smoothly on land. During the time when the boys are trying to understand the moves, instead of giving up, the boys choose to continue.

They not only showed that they have the courage to get up and try again no matter how challenging the task is, they also taught us that we should not give up whenever we struggle, instead we should not be afraid of failure and be brave enough to try again.





No. 3

My

Art of

Failure

Experiencing failure may sometimes feel as if you will never overcome the obstacle at hand; however, I believe failure is an essential component to success. Neither failure nor success is the end goal because once we have encountered either, life seems to carry on without notice. When we surpass either success or failure, we need to find another goal to attain, whether it may be a homework assignment, an urgent project at work, or planning a life event. Whatever it may be, failure is always lingering and it is up to us to determine our mindset in how we manage its presence.

There are three ways we can look at failure: one way is to see success as an unattainable goal so we walk away from the obstacle to find something we can potentially achieve; the second way is to avoid failure at all costs so that we never strive for anything beyond

our comfort zone; the third way is embrace failure and viewing it as part of the process to triumph. From my personal experience, I have encountered all three of these paths and while I have learned lessons along the way, I expect to have more encounters in the future so I can learn even more on how to navigate failure.

## Seeing Success as Unattainable

It is important to see success as an unattainable goal. Under this mindset, failure either becomes an everyday thing and is easier to adapt to. It can, therefore, help you to learn from the failures and to make a better decision next time. A reason why people see success as an unattainable goal is that they are not confident. They believe that they cannot become successful and that they will fail if they try. And when people see success as an unattainable goal, they are more likely to fail since they already believe that they

are going to fail. An example of this is when some students believe that they cannot get a grade 'A' in all of their school courses, so they're not motivated to get 'A' in all of their school courses. In this case, believing transforms into reality.

## Avoiding Failure and its Costs

Another way to look at failure is to prevent any potential failures either by not taking any risks or giving up. When someone gives up, there will be no more risks. And if there are no risks, it can effectively limit the percentage of failures. If a person stops trying, there will be no risks in their action and so will not result in both failure or success. The three main reasons why people try to avoid failure are fear, insecurity, and apathy. This means that they are either scared that they will fail, insecure about themselves, or have apathy towards that specific event.

Some people refuse to try and take risks because they are afraid of failure, and because of this fear, they miss many opportunities. Sometimes people feel this fear when they are thinking of quitting their relatively stable job to start a new business. However, this fear of failure can also be somewhat beneficial. Like when at the zoo, most people decide to not to risk and intrude upon the lion's zone or the polar bears because they fear that they are going to be eaten or violently be mawed.

Some people refuse to try at all because they are insecure about themselves. They believe that they would be very likely to fail if they try. It is like when a plain employee was instigated by some colleagues to accuse his boss, usually, that specific employee will not have the courage to do so because they are afraid of being fired. This best reflects on the actions of some

introverts when they are first meeting someone. Many introverts are afraid to communicate with random strangers, they tend to be shy unless they are with friends who they know for a long time. Because of this, these introverts tend to not have a lot of skill in starting conversations and making it harder for some introverts to be proactive in making conversations with strangers. So later when in an area with a bunch of strangers, like the first day of school, these people tend to just stand there and not try to make friends because of their insecurities.

Additionally, pessimists or people with a pessimistic attitude are also less likely to try. People with depression are similar to a pessimist, they both carry a negative or depressed attitude in their everyday life and that pessimists tend to focus more on the negative parts of life. When people feel down, they tend

to be less motivated and have lower interest in things. With a negative mindset, they foresee a lot of possible danger instead of the chance, in this way they would be less likely to take an adventure in comparison with the optimists.

Another possible reason for someone to stop trying is that they simply do not care. If they have no interest in that particular activity, it is not likely that they are going to attend. Their apathy essentially prevents the failures or mishaps that might have happened if they attended. One of my friend's sister's friends is a very vivacious person and is an unconventional thinker. After she graduated from her four-year university, her parents wanted her to work inside a high paid company, and she refused simply because of interest, instead, she chose to first travel around the world, so she would have already achieved this dream when she

is still very young and has a lot of energy. Luckily because of this, she finished her trip before the pandemic of COVID-19, which prevents a lot more issues from happening.

Additionally, people with depression, or frequently feel negative, tend to work less efficiently and are less willing to try because they do not have hope and possibly do not care about trying. It's like when a person had caught a fever or a cold, their actions would be duller and their emotions would be more negative than before. This means that people with moderate or even severe depression would be very easy to overlook some opportunities, no matter if it is one of those that you need to take risks in order to find success in it or one of those that do not need to worry about risks.

## Embracing Failures

The act of embracing failures allows us to take more risks and learn from past experiences. It also makes you reaffirm your decisions and plans for achieving your goal. People tend to learn more from failures than from success and sometimes failures are more memorable. By embracing failure you can better correct your direction or your pathway towards your goal. The act of acknowledging the big and plan-changing failures is indeed very important, however, the act of realizing small everyday failures can also make you a better and successful person. From big failures like the presentation you presented in front of your boss last week has gone horribly wrong to some small failures such as acknowledge the fact that one might be talking too much about themselves or their experiences during a conversation, which hurts

one's first impression or realizing that there are some words or phrases that one used during communications might actually hurt or offend others. The act of changing bad habits and reflecting on small mistakes can actually change your future. For example, by replacing the problem of talking too much about themselves into an act of guiding the topic to a middle ground where both parties are interested in or even talk less about themselves and focus more on the other person. Such small acts can not only improve the quality of the communication but also the people's impression of you. It makes a huge difference!



No. 4

McDonald's

versus

Subway

# McDonald's:

McDonald's is a multinational fast-food chain that mainly sells fast foods such as hamburgers, salad, and ice-cream. The Company started in 1955, California. The Company's starters were Maurice and Richard McDonald. The McDonald brothers wanted to make their shop fast and efficient, so they created machines to make their hamburgers. By making the production a streamline, the brothers were able to generate more hamburgers in less time.

When the brothers started their first McDonald's store, they brought their appliance from a salesman named Ray Kroc. From Ray Kroc, they brought eight malts and shake mixers for milkshakes. Later, when Ray Kroc visited the McDonald's store to see how the brothers managed to sell so many milkshakes, Ray Kroc discovered a format that allows the brothers to produce high quantities of products more conveniently and at a lower price. Kroc's method helps reduce the cost for more waiters and waitresses and allows the customers to wait less time because the food was made early and

warmed. As more stores opened, the brothers made corrections to their equipment and slowly hired more employees to help them. Eventually, McDonald's expanded domestically and internationally, reaching more than 35,000 stores in the early 21st century. It became one of the most popular restaurants with affordable costs and fun themes that caught the children's and adults' attention.

- Groups That They Target

According to the Business Research Methodology website, the Company targets the lower or middle-class people with an average age of 8 to 45 with affordable food products. On top of that, the Company also targets families with their fun themes and flavors. Personally, when I am about 6-7 years old, my parents and I always go to McDonald's because of their fun theme of Hello Kitty and Snobby. The McDonald's in my hometown offers little key rings or toys that really catch a child's attention. According to my mom, I used to have a collection of Hello Kitty items from McDonald's.

- Customer Service:

As the Company expanded, McDonald's also faced a bouquet of criticism, one of which is the call for higher wages. In the late 20 century, there were strikes from the workers protesting for a higher job payment. McDonald's started to focus more on their customers' and employees' experiences in McDonald's. McDonald's has to improve their employee experience first to enhance their customer service, just as In-N-Out and some other companies in the fast-food industry did. McDonald's noticed that happier and more empowered employees create better customer experiences. On September 23, 2020, the average salary for a customer service employee is about 10 dollars. (Data from Indeed.com)

- Conditions during COVID-19:

Like Subway, McDonald's is permanently closing 200 out of its 14000 U.S. locations this year. There are fewer customers this year because of the COVID-19 outbreak. Under such harsh circumstances, McDonald's introduced new safety procedures to protect both the customers and the employees, and deliver throughout

the country.

## Subway:

Subway is also a multinational fast-food chain. The company mainly sells sandwiches and salad. The company started in August 1965 by Fred Deluca and Peter Buck. They loaned a place to open their first restaurant in Connecticut, naming it "Pete's Super Submarine". But because this name is similar to another store's, they changed it to "Pete's Subway", and later on "Subway". A year later, Deluca and Buck incorporated a company named Doctor's Associate, and opened their second store.

The company mainly serves healthy sandwiches and unlike McDonald's, Subway makes the food fresh, after you order. Unlike some other fast-food restaurants, Subway shows their customers the choices of the raw materials and allows their customers to design their order. In the U.S. Subway stores, you will usually find beef, turkey, pork, chicken, and tuna for meat; tomato, lettuce, cucumber, and onion for vegetables; and sour

cream, pickled cucumber sauce, salad dressing, and tomato sauce for dressings. On top of that, the customer can also choose the size of their sandwich and the type of bread they want. All these choices allow a wide range of combinations to their customers. Surprisingly, a research done in 2016 shows that there were already 38 million total combinations available on the menu.

In comparison to McDonald's, the company targets a smaller but younger generation of people, with the age range of 16 to 39. The customers are usually people who want to save time while also having a healthy meal go for Subway's sandwiches to meet this goal.

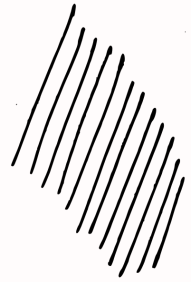
- Customer service

On September 24, 2020, the average salary for a customer service employee is about 9-10 dollars. (Data from Indeed.com)

- Conditions during COVID-19

Like some other restaurants, Subway has been closing dining areas and is offering free delivery in multiple countries such as the United States and the

United Kingdom.



- Preferences

If I were to choose between McDonald's or Subway, I am more biased towards Subway. In comparison, though both companies deliver during the COVID-19 pandemic, Subway is actually closer to my house. This means faster delivery and so in my case, Subway is more convenient than McDonald's. Next, considering the food choices that were offered in both companies, Subway offers more freedom in choosing the product that I want to buy. This is really important to me because I am so into trying new things. Additionally, because I had spent many years of my childhood in McDonald's, I feel less surprised and new when I order. While I had only gone to Subway for only three times in the past 16 years of my life, I still enjoy the freshness of Subway's menu.





No. 5

Affirmations  
for Positive  
Leadership  
Development

Affirmations are healthy outlets for us to bring positivity and strength into our days. Leadership is not just about telling a team what to do, as aforementioned. It is also about improving ourselves— being the best that we can be in order to help others be the best that they can be as well.

So, I learned to repeat these affirmations when I am under stress and I noticed that it helps balance me before I set out to overcome whatever obstacles may come my way. My wish is to share these affirmations to help others understand their potential.



- I am intelligent
- I am responsible
- I am necessary
- I am worthy
- I am compassionate
- I am artistic
- I am resilient
- I am respectful
- I am stardust
- I am fierce
- I am a role model
- I am a learner



- I am a dreamer
- I am a creative
- I am a goddess
  - I am brave
- I am thoughtful
- I am a feminist
  - I am a writer
    - I am a hero
    - I am fighter
- I am an equal opportunist
  - I am remarkable
  - I am unforgettable

- 
- A bouquet of sunflowers in a glass vase, held by hands against a dark background. The sunflowers are bright yellow with dark brown centers. The hands are visible at the bottom, holding the stems of the flowers. The background is dark, making the sunflowers stand out.
- I am willful
  - I am inspirational
  - I am eternal
  - I am sunshine
  - I am beautiful
  - I am a daughter
  - I am a sister
  - I am a leader
  - I am powerful
  - I am everything
  - I am mine
  - I am human.