



TRUE LEADERS: *How Exceptional CEOs and Presidents Make a Difference by Building People and Profits*

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The Ten Principles

1. Passion Is a Prerequisite:

The positive energy exhibited for the essential purpose of the organization (why it exists) and the acknowledgement that an organization is truly a reflection of the caliber of its people.

2. See What is Not Yet Visible:

The picture in one's mind of what the organization is becoming, developed by extrapolating trends to inform essential organizational change (transformation to continue to fulfill the essential purpose)

3. Care Enough to Connect and Convey:

The understanding of the need for human connection and the intention to share information openly and broadly so individuals can make informed daily decisions in support of the organization's essential purpose.

4. Treat Learning Like Dirty Dishes (Importance of Lifelong Learning):

When in school, we learn what others have decided we need to learn. To continue to grow, we must have a driving curiosity to pursue what we want to learn, and true life-long learners share what they are learning with others.

5. Do What's Right and Tell the Truth:

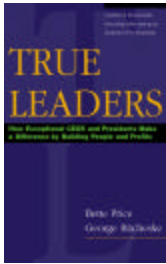
The foundation of making a positive impact in the world. One cannot build trust unless one is trustworthy. One cannot be committed to honesty without telling the truth. And without integrity, one cannot cultivate positive relationships.

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The Ten Principles (continued)

6. Trust Is a Must:

The foundation of relationships and something one must earn, respect and protect.

7. Recognize and Build People:

Illuminating the efforts, accomplishments and achievements of individuals so that others in the organization will know of their good work. Offering wisdom, guidance, encouragement, feedback and support so that an individual grows in competence, confidence and character.

8. Trust Your Intuition:

The voice in one's mind that is saying that the facts and visible figures do not tell the whole story.

9. Risk to Respond and Grow:

The courage to step out of one's comfort zone to do something different that will enhance the effectiveness of the organization and contribute to a better success rate in fulfilling the organization's essential purpose.

10. Respect the Importance of Balance:

The living of Aristotle's Golden Mean, everything in balance. Applies to personal balance (living to work or working to live), organization balance (optimum point for balancing the needs of customers, employees and shareholders), and world balance (needs of the company, of the community, and of the environment.)

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