The reason why Initiative and Leadership are associated terms in this lesson is that Leadership is essential for the attainment of success, and Initiative is the very foundation upon which this necessary quality of Leadership is built. Initiative is as essential to success as a hub is essential to a wheel.

Initiative is that exceedingly rare quality which impels a person to do what ought to be done without being told to do it. Elbert Hubbard expressed himself on the subject of Initiative in these words:

> The world bestows its big prizes, both in money and honors, for one thing, and that is initiative.

> What is initiative? I'll tell you: It is doing the right thing without being told.

> But next to doing the right thing without being told is to do it when you are told once. That is to say, “Carry the message to Garcia.” Those who can carry a message get high honors, but their pay is not always in proportion.

> Next, there are those who do the right thing only when necessity kicks them from behind, and these get indifference instead of honors, and a pittance for pay.

> This kind spends most of the time polishing a bench with a hard-luck story.

> Then, still lower down in the scale than this, we have the person who will not do the right thing even when someone goes along to demonstrate and stays to see that the work is done right. This person is always out of a job, and receives deserved contempt, unless there is a rich relative in the background, in which case destiny patiently waits around the corner with a club.
To which class do you belong?

Inasmuch as you will be expected to take inventory of yourself and determine which of the factors of this course you need most, after you have completed the last lesson, it may be well if you begin to get ready for this analysis by answering the question that Elbert Hubbard has asked:

To which class do you belong?
An excerpt from *Law of Success* (The 21st-Century Edition), by Napoleon Hill

Captain Jonathan W. Bailey, NOAA
Director, Commissioned Personnel Center

**RECOMMENDED LEADERSHIP READING LIST**

This reading list is designed to offer NOAA Corps officers recommended books, related to leadership. This is not an all-inclusive list. The goal is to provide a starting point or expand existing knowledge and skills. The list will also be posted on CPC’s webpage.

- **The 21 Indispensable Qualities of a Leader, Becoming the Person Others Will Want to Follow**, by John C. Maxwell, Nelson Publishers, 1999
- **Built to last: Successful Habits of Visionary Companies**, by Jim Collins and Jerry Porras, harperBusiness 2002
- **First, Break All the Rules: What the World’s Greatest Managers Do Differently**, by Marcus Buckingham and Curt Coffman, Simon & Schuster 1999
- **Leading at the Edge: Leadership Lessons from the Extraordinary Saga of Shackleton’s Antarctic Expedition**, by Dennis Perkins, American Management Association, 2000
- **Martin Luther King, Jr. on Leadership: Inspiration & Wisdom for Challenging Times**, by Donald Phillips, Warners Business books, 2000
This message was generated for the Director of Commissioned Personnel