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**Failure Is not Final: Leaders Can Rebound and Achieve Future Success**

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AUTHOR: Major Kenyon K. Bell, USAF

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Mentor and Oral Defense Committee Member: Dr. Donald F. Bittner, Professor of History

Approved: 

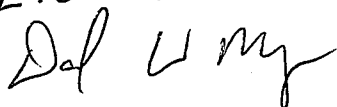
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## Executive Summary

**Title:** Failure is not Final: Leaders Can Rebound and Achieve Future Success

**Author:** Major Kenyon K. Bell, United States Air Force

**Thesis:** Leaders are capable of recovering from failure to accomplish unquestionable success by utilizing strong personality traits, believing in themselves as well as their cause, and by cultivating relationships that encourage personal growth.

**Discussion:** Leaders in every profession fail at some time in their careers. A distinction is made between those who fail and those who are *failures*. Those who are failures fall from high places; they recoil and do not manage to recuperate and reclaim their previous status. Those who fail understand the role that failure can have towards growth and learn from one's mistakes. These individuals utilize set-backs as springboards to propel them forward. For example, the success stories of Abraham Lincoln, Ulysses S. Grant, and Anthony "Tony" Dungy demonstrate the value of viewing failure as it should be viewed -- a bump in the road to success. Each of these men battled and won against professional and personal adversity. Their lessons in the profession of arms, politics, and professional sports demonstrate the necessary factors to recover from defeat and emerge triumphant again.

In exploring the concept of recovery from failure, one must consider the effects imposed by the common tragedies of life as well. Deaths, marriages, relocations, and other unexpected, emotional events impact a leader's temperament. These occurrences directly impact one's abilities or inabilities to think and act decisively when responding to failed situations. Accordingly, each of the leaders explored encountered professional failure along with personal hardship – and each successfully moved beyond those failures to achieve future success.

**Conclusion:** Successful leaders sometimes fail in their ventures, which is common for those striving to improve. Several actions enable successful recovery, however, continuous preparation and the ability to build on a professional foundation underpin other efforts and actions. By leveraging personal strengths, cultivating strong personal and professional friendships, intensely believing in one's abilities, and possessing a sense of purpose, anyone can turn a failed situation into a victorious endstate.

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## Preface

In the movie "The Caine Mutiny," two leaders of the USS *Caine* fail in their attempts to lead the crew of a navy mine sweeping vessel. The captain of the ship, Lieutenant Commander DeVriess, USN, played by Tom Tulley, fails to instill discipline and foster high morale amongst the officers and enlisted members of the *Caine*, thus allowing the ship's appearance to deteriorate and necessary tasks to go undone. He is dejected by his own fate of being relegated to the *Caine* and subjects his defeatist mentality on the crew. DeVriess relinquishes command to Lieutenant Commander Phillip Frances Queeg, USN, played by Humphrey Bogart, who immediately makes changes by enforcing standards of personal appearance and providing clear mission objectives, in theory, that promote a winning spirit. In the end, the stresses of command are too great for Queeg. He proves he is incapable of handling this wartime mission and is relieved of his command by his executive officer while at sea. As the film ends, Commander DeVriess, perfectly dressed in his U.S. Navy blue uniform (with his Navy Cross ribbon), returns as commander of a new destroyer in perfect appearance. The closing scene leaves the viewer with the untold story of how Tully recovers from his initial failure in command, thus giving the backdrop for the impetus of this paper. I wondered: How do leaders rebound from failure to achieve future success?

This paper examines leadership efforts necessary to succeed after experiencing failure. Failure is inevitable for anyone in a leadership position who is actively pursuing objectives beyond the status quo. Only those leaders who choose the standard of mediocrity will find themselves without a significant failure. There are also leaders who may exercise boldness and do everything correctly, yet will still find their organizations lagging in some key areas that may be defined as failure. The courage to stand in the face of adversity after having failed is the

focus of this study. This paper will utilize examples from historical figures who have overcome failure to forge greater successes. The author, while writing this paper, refers to leaders as gender neutral, defaulting to the male sex in third person references.

Leadership is a broad topic and my challenge is to focus this effort in a way that will be educational and practical for the reader. This paper uses a descriptive versus prescriptive methodology since leadership traits are personality dependant and no two people will employ the same tactics in exactly the same manner. My intent is to encourage anyone who has or will experience a setback, personally or professionally, to understand that it is not the seemingly bleak situation that determines your fate. Rather, the key is how one approaches a situation to move forward.

This topic is personally relevant as someone who desires success and in fact strongly desires to avoid failure. That desire drives me to action in many ways. I do not wish to shelter myself from what I have called the inevitable fate of failure, but I do intend to educate and inform my actions based on others successes and shortcomings. One does not have to walk in another man's shoes to gain the same lessons the other has already learned, but one must prepare or educate himself to be a good leader.

It is my sincere desire that readers will find this paper to be professionally beneficial. This does not mean for those searching for relief and sanctuary from the unfortunate occurrence of being identified as the imperfect beings that we all are. More importantly, it is intended for those seeking to continually perfect their leadership trade by informing themselves about others.

During my year at the Marine Corps Command and Staff College, I have had the opportunity to talk with many people about approaches to this topic. Special thanks to Colonel Joe Diana, USAF, and Captain Earl Williams, III, USAF, for their thoughts and insights on the

subject. Lieutenant Colonel David Major, USA, helped me identify the focus of this leadership topic and therefore I credit him with the birth of a great idea. Thanks to Ms Rachel Kingcaid for her expert research assistance at the Gray Research Center. Many thanks to Dr. Patrice Scanlon for her tireless assistance in elevating the style of writing for this paper. I owe a tremendous amount of gratitude to my civilian faculty advisor and master's mentor, Dr. Donald Bittner, for the latitude in shaping this research effort to suit my desires while ensuring the framework is worthy of professional discourse. Furthermore, Dr. Bittner provided personal challenges to me -- beyond what he can imagine to further my academic excellence and to enhance professional development.

I extend warm thanks to my father, Dr. Gary E. Bell, DHA, and my mother, Blondie C. Bell, for continued support in my education endeavors. Finally, I express my sincerest appreciation to my wife, Lori, for enduring the rigorous academic schedule I had to keep in order to successfully complete this research and writing endeavor. Her enthusiasm for this project at times surpassed mine, as she continually looked beyond the present work to a future book that she believes lies within me.

## INTRODUCTION

In life, there are winners and losers... successes and failures. Successful people want to know what will put them on top and then set themselves on the path to do what is necessary to get and stay there. Of course, there are limits to one's methods to achieve the sought-after ambition as professional, legal, and moral standards must be upheld. Many have risen to high levels based on their talents, only to find that their character could not sustain them in their lofty positions. For the purpose of this paper, these types of failures -- where character and integrity are lacking -- are considered self-induced. Although self-induced failure is not the scope of this paper, it merits mentioning since many people experience failures of this nature.

Over the past decade, Americans witnessed a sitting President deal with an impeachment trial for allegedly lying about his sexual activities with an intern; Enron corporate executives fall from economic prominence amid dishonest practices; and, numerous professional athletes and collegiate coaches compromise their fame and success by defying substance abuse rules and violating recruiting regulations, respectively.<sup>1</sup> These cases show the prevalence of self-induced failures and solidify the fact that a professional, moral, and ethical standard must be maintained as part of achieving success. Character does count. Unfortunately, these types of failures are revealed in all occupations - military, clergy, blue-collar, and executives - therefore, a tremendous number of individuals grapple with self-induced failure, after appearing to have achieved success. This achievement ultimately becomes temporary.

Beyond self-induced failures, leaders fall short in other ways as well. These types of failures occur when honest people, adhering to proper standards give their best efforts, but for some reason do not meet the mark and experience repercussions for their poor performance. For the purpose of this paper, the parameters of failure are defined by the following actions:

not achieving a mission objective(s) or goal(s), being fired for poor performance, and losing the trust and confidence of one's leaders or followers. There are other variances to these types of failures, but these actions are the specific focus of this paper.

Sometimes leaders fall short of the success mark. In these trying times, one finds the true character of an individual. Will an initial setback forever relegate the person to eternal failure, or will this moment be a temporary setback to serve as a springboard for future success? This is the paper's purpose--to explore what it takes to rebound from failure and to achieve again. Is there a personality trait that pushes people through personal or professional conflict? Does one's faith or religious beliefs propel him to continue pressing on to the mark? Are friends, confidants, and mentors the source of strength for those who are able to rebound from momentary setbacks? Does organizational bureaucracy hinder or help one recover from failed opportunities? Rudyard Kipling said it best in his poem, "If," when he wrote, "If you can meet with Triumph and Disaster and treat those two impostors just the same."<sup>2</sup> He goes on to intimate that the treasures of the world are readily accessible, if one can overcome both the setbacks and successes of life with honor and grace.

This paper will explore what it takes to rebound from failure and obtain future glory by delving into the experiences of prominent leaders in current and historical times. This paper uses a multi-case study approach to look at the failed and successful experiences of military and civilian leaders. First, the leaders studied will be identified, and then the framework through which the leaders' actions are studied will be discussed. Finally, the common theme that connected these leaders' actions will be described.

## LEADERS PROFILED IN THIS PAPER

Many great leaders walk among us today, more have passed on to the grave, and still untold others will grace future generations. Scholars, students, and peers look to these great men and women for inspiration because of their remarkable and sometimes well-known accomplishments. Very few individuals of prominence rose to their esteemed positions without meeting some level of disaster, challenge, or setback – all synonyms for failure – along the way. As National Basketball Association Washington Wizards all-star Caron Butler stated, "A lot of people judge your glory without knowing your story."<sup>3</sup> By looking closely at the story of some current and historical figures, lessons can be learned about what it takes to succeed after failure.

President Abraham Lincoln, General Ulysses S. Grant, and National Football League (NFL) Head Coach Anthony "Tony" Dungy (See Appendices A, B, and C, respectively, for biographical sketches) are the leaders who are analyzed in this paper. Each of their roads is unique, as evidenced by their varied careers, yet they all have something in common—each encountered a set back and persevered to achieve success. By any standards, these men ultimately are not failures; rather, they have managed to forge ahead in spite of difficult circumstances. Through the struggles and triumphs of these figures, several themes emerge that support the thesis of this paper. The practical question of "How to recover?" is answered by analyzing these leaders' actions and inactions.

Politics, the military and professional sports crisscross the spectrum of American society, which is precisely why these figures were carefully selected. This approach adds uniqueness to the study of leadership, a subject inundated with commentary and analysis. In addition to an in-depth analysis of these men, other well-known entities also are mentioned to emphasize

significant parallels. Careful evaluation will show the distinction between failures and those who fail; true leaders fall into the latter category.

### **FRAMEWORK USED TO STUDY THE LEADERS**

Leaders move beyond failure by various means and conditions. Viewing this subject through three distinct prisms of analysis, or subheadings, provides the framework for the paper's discussion. These are: **common personality traits, sources of strength, and organizational cultural acceptance.** The personality traits category explores characteristics a person exhibits that bring about a situational change. The source of strength sub-heading investigates belief systems or special relationships that provide a support base. Finally, the organizational culture section briefly surveys the dynamics different environments present that are either tolerant or intolerant of failed opportunities. These three classifications allow patterns to emerge in evaluating leaders from varied backgrounds and occupations.

### **COMMON PERSONALITY TRAITS**

#### **Ambition**

“No mistake or failure is as bad as to stop and not try again.” -- John Wanamaker<sup>4</sup>

Lincoln, Grant, and Dungy exemplify many traits necessary to improve one's situation. Lincoln is known to be among the top three presidents in United States history. He steered the country through the divisive Civil War and is celebrated for his short, but poignant Gettysburg Address and his second inaugural address, with which he tried to unify the American people although they were split along political, economic, sectional and cultural lines. Lincoln is one of the most revered figures in the history of the United States for his accomplishments as a politician, orator, and statesman. A look into his story reveals many powerful traits that aided his rough road to success.

Lincoln grew up in a home that placed emphasis on hard work, much more so than education. Lincoln's father, Thomas Lincoln, was himself forced to grow up laboring arduously and required the same from his son. Quite possibly, hard work and the gift of story-telling (including humor) are among the best gifts Thomas Lincoln passed on to his son.<sup>5</sup> Although Thomas labored hard, he possessed very little drive to move from his station in life. The same could not be said about Abraham. Unlike other aspiring politicians of the era, Abraham Lincoln was not privileged and did not have access to literature and books via formal education.<sup>6</sup> In the 19th century, politicians and lawyers were esteemed professionals who were required to study intensely history, science, and literature. Lincoln compensated for his lack of formal education by borrowing books from any person who was kind enough to lend them to him.

Lincoln's love for reading can be gleaned from the following examples. Books were a coveted commodity in the early 1800s, as only the wealthy or professionals could afford to purchase them. One story describes Lincoln as a young man having borrowed a book, *The Life of George Washington*, from Josiah Crawford, an affluent farmer who lived 16-miles away. Lincoln inadvertently soiled the book after leaving it near a window during a rainstorm. Crawford forced Lincoln to pay for the book, and while Lincoln understood the need to compensate the neighbor he objected to the exorbitant cost of two days worth of labor, but acquiesced in the end.<sup>7</sup>

Furthermore, Lincoln always had a book with him. He would often leaf through pages while his horse rested at the end of a row of vegetation. If given the option, he would choose to read instead of accomplishing his household chores. Lincoln's step-mother was sympathetic to his passion and would allow Lincoln to enjoy his reading without disturbance. His father on the

other hand, would become outraged, not only at Lincoln reading in the field, but also at his son's practice of distracting the other laborers with stories he had read in his books.<sup>8</sup>

Lincoln determined in his early years to lead a life that would leave a mark on society; educating himself was a necessity to reach this end. His father offered no encouragement for advancement and even hindered his education progress by hiring Lincoln out to help pay a family debt instead of sending him to school.<sup>9</sup> Even in these grim circumstances, Lincoln inexorably set himself to become educated and morally grounded.<sup>10</sup> He read incessantly and honed his story telling skills, thus displaying a keen determination and drive. These two qualities proved beneficial in later years when he was plagued with defeats, both personally and professionally, as well as when he was president.

In 1831, at the age of 22, Abraham Lincoln departed his family in Indiana for New Salem, Illinois. While accomplishing various manual labor jobs, Lincoln utilized every free moment to further his education by devouring books on wide-ranging subjects. During his stay in the small 25-family town of New Salem, Lincoln made the acquaintance of Ann Rutledge, a beautiful lady just a few years younger than himself. This close relationship was a great source of joy for him, and it is likely the two would have become lifelong partners had not a typhoid epidemic taken her life.<sup>11</sup> Lincoln was no stranger to death as his mother, Nancy Lincoln, died when he was nine-years old after contracting "what was known as milk sickness -- a fatal ailment whose victims suffered dizziness, nausea, and an irregular heartbeat before slipping into a coma." In addition, an older sister, Sarah, had died during child-birth when he was 19-years old.<sup>12</sup> However, the death of Ann proved especially difficult for Lincoln, causing him to respond with extreme seclusion. Many residents in the small town had sincere concern over his mental state, fearing he had become temporarily deranged. Lincoln rebounded well through a change of

location when he moved to Springfield, Illinois.<sup>13</sup> In this move, Lincoln "embarked upon what he termed his 'experiment' in law" and showed his resolve and ability to overcome personal hardship.<sup>14</sup> This determination would not be his final opportunity to display his stalwartness.

After one unsuccessful run for the Illinois House of Representatives, Lincoln pulled together four successful terms in the state legislature by supporting a platform of internal state improvements and economic development. Lincoln desired to enable every man with the opportunity to better his position in life, regardless of the place he started. These policies garnered him tremendous public support until a depression hit the economy in the late 1830s. Internal improvements took a backseat to the economic woes of the times and Lincoln lost popularity and received blame due to his staunch support of the state's spending practices. While he won his fourth bid for the legislature, he decided to retire at the end of that term.<sup>15</sup>

This political failure coincided with several personal hardships in Lincoln's life as well. After the death of Ann Rutledge, Lincoln later met and became engaged to Mary Todd. The two were physical opposites; Mary being short and stout, he being tall and slender. The couple was also from different social and economic backgrounds, which defined their individual personalities. Mary's family was affluent, which caused some reluctance from them in accepting Lincoln as a worthy suitor.<sup>16</sup> Socially, Mary was talkative and full of energy. Lincoln, in his own right, enjoyed story-telling but rarely danced. The two enjoyed a happy relationship, but Lincoln was concerned about married life detracting from his required studies to keep him relevant in both his law and political professions. As a result, he broke off the engagement with Mary, a very emotional decision for him. During this same period, his best friend and confidant, Joshua Speed decided to leave Springfield for his Kentucky home due to his father's death. Lincoln now faced the absence of his closest companion, an unsuccessful engagement, and an

abrupt end to the state internal improvement projects. All of these unfortunate circumstances sent Lincoln into a state of deep depression causing his friends to fear that he might harm himself. Lincoln wrote to a friend, John Stuart, on his situation in these terms, "I am now the most miserable man living. If what I feel were equally distributed to the whole human family, there would not be one cheerful face on the earth. Whether I shall ever be better I can not tell; I awfully forebode I shall not. To remain as I am is impossible; I must die or be better, it appears to me."<sup>17</sup> Be better is what he did.

Lincoln was incapable of remaining in his desolate state due to the internal drive, resilience, and resolve he cultivated within himself. Many noticed his strong desire to leave an indelible imprint on society, and Lincoln himself plainly stated the same this way: "Every man is said to have his peculiar ambition. I have no other so great as that of being truly esteemed of my fellow men, by rendering myself worthy of their esteem."<sup>18</sup> This strength of will pushed him beyond his diagnosed hypochondriasis and spurred him to continue studying and pursuing his political aspirations.<sup>19</sup> This deep-seated ambition to succeed brought him out of his despair and continued to serve him well on his path of public service.

### **Determination**

Ulysses S. Grant followed a very untraditional path to greatness. After graduating from West Point, he was assigned as an infantry officer, contrary to his desire to become a member of the 1st United States Dragoons, the only mounted regiment in the army.<sup>20</sup> The lieutenant's first home station was Jefferson Barracks on the outskirts of St. Louis.<sup>21</sup> From this location, Grant experienced his inaugural military action during the Mexican War. Brevet Major General William Jenkins Worth recognized Lieutenant Grant's ingenuity during the siege on the fortified castle of Chapultepec. Under heavy musketry and cannon fire, Grant spotted a mountain

howitzer separate from its parent unit. He had the cannon broken into small pieces and reassembled in the belfry of a nearby church. From this perch, Grant directed fire on the Mexicans defending the city, thus permitting Worth's troops to access the heart of the city.<sup>22</sup> Grant's daring plan displayed brave initiative and knowledge of his firepower's capability. Grant's instincts as a military officer were evident during his early combat engagements.

While Grant was experiencing professional success in the Mexican War, he was also aggressively courting Julia Dent before and during this same time period. Author and historian Michael Korda relates a story about Grant that demonstrates his dogged determination early in life that would be further exemplified in his later military service. During Grant's journey to request Julia Dent's hand in marriage, he traveled to White Haven from Jefferson Barracks.<sup>23</sup> The distance was about four miles, and along this route he encountered an overflowing creek that he was unable to ford.<sup>24</sup> Therefore, he and his horse braved the rapidly flowing surge, which required him to borrow dry civilian clothes upon his arrival at the Dent's residence. This story describes Grant's strong feeling against retracing his steps once he embarked upon a specified route. Korda states that, "[i]f he [Grant] set out for somewhere, he would get there somehow, whatever the difficulties that lay in his way."<sup>25</sup> In later years, we find this trait working to his advantage in most cases, making him a formidable general. Similar in Lincoln's pursuit of his wife, Mary Todd, Julia's family also thought Grant was not worthy of marrying her. However, after tremendous persistence and patience, Grant finally received approval to have Julia's hand in marriage in August of 1848.<sup>26</sup>

Grant's low point in his pre-Civil War military career occurred from 1852 to 1854, while stationed on the Pacific Coast. During this time, Grant experienced severe depression and loneliness, due in large part to his separation from his wife and children. Julia did not travel west

due initially to her pregnancy and later to costly expenses in the territory.<sup>27</sup> He wrote her frequently pleading for her to reciprocate with stories of their children. Her letters were few in number in reply.<sup>28</sup> Historians suggest that separation from Julia caused Grant to become depressed and lonely and to turn to alcohol to alleviate his pain.<sup>29</sup> Amid growing pressure from his superiors to control his drinking habits, Grant resigned from the Army. There is considerable debate over the exact reason for Grant's departure. For these purposes, it is clear that his inability to control his drinking habits, dissatisfaction with his job, and a longing to reunite with his family all contributed to his rather abrupt departure from military service.<sup>30</sup>

Additionally, Edward Longacre and other historians cite a contentious relationship with his immediate boss, Brevet Lieutenant Colonel Robert Buchanan, as a factor in Grant's resignation. Animosity between the two men dated back to Grant's initial assignment in St. Louis when Buchanan fined Grant for minor infractions.<sup>31</sup> In their current post, Buchanan initially tried to aid Grant in his reform by having him compose a letter of resignation and leave it unsigned and undated. However, a subsequent argument caused Buchanan to present and receive Grant's signature on the document. Buchanan then forwarded the same to the War Department sealing Grant's fate. Grant's father was not thrilled about his son's resignation from the Army, as the elder Grant was concerned about his son's ability to support his family outside of the military.<sup>32</sup>

During Grant's civilian life between 1854 and 1860, the resigned army officer experienced even more failed ventures. First, he turned down his father's initial offer to work in the family store, which was run by Grant's brothers.<sup>33</sup> He then proceeded to farm his land in the St Louis area often supplementing the income by selling firewood in the local market.<sup>34</sup> After battling a severe, debilitating illness for over a year, which limited his mobility, Grant was forced

to sell his farm assets. He then accepted a real-estate partnership with Harry Boggs, one of Julia's cousins in St. Louis. Grant proved inept at this job. For example, on one occasion when Boggs departed on business, Grant was left in charge, "...and when he [Boggs] returned [he] found everything upside down. The books were in confusion, the wrong people had been let into the houses and the owners were much concerned." The two men soon dissolved the partnership.<sup>35</sup>

Interestingly, in Grant's memoirs, he does not make significant mention of his failed ventures outside of military service. In fact concerning the dissolved real estate venture, Grant cites the reason for failure as a general lack of business to support his and the Boggs' families.<sup>36</sup> From this omission, one can conclude that amidst these failed ventures, Grant continued to look forward rather than dwell on the past. Or one can logically deduce that at the point of writing his memoirs, in retrospect, these failures early in his life were minimized after a distinguished Civil War military career and two presidential terms in office. In addition, Julia only saw the best in her husband, or refused to acknowledge his faults, even when he finally, just before the Civil War, accepted a job in his father's leather-goods store as a menial labor hand. In her eyes, he was "always perfection."<sup>37</sup> Her supportive spousal relationship was a driving force behind his continued successful mindset.

In battle, Grant solidified his determined resolve as evidenced by his response to what would have been his initial engagement in the Civil War against Colonel Thomas Harris in Florida Missouri. At this location, Grant and his regiment approached the brow of a hill expecting to find Harris' camp just on the other side, possibly with men poised and ready for battle. Grant's apprehension mounted internally as the camp site came into full view revealing the location where Harris' men had departed a few days prior. It occurred to Grant that "Harris

had been as much afraid of me [Grant] as I had been of him." Grant realized that the enemy had just as much reason to fear his forces as he did the enemy's. In his memoirs, Grant cites this lesson as valuable, which indicates the growth and maturation of this military profession.<sup>38</sup>

Finally, in June of 1860, Ulysses S. Grant stepped back into the one profession that he was destined for – the profession of arms as a professional military officer. He unhesitatingly answered the call for service when it was obvious the nation was divided along the issue of slavery and states' rights.

### **Relationships**

From politics to baseball, the will to achieve and win has brought men from desolate places to fame and distinction. Omar Minaya, General Manager (GM) of the New York Mets National League Major League Baseball (MLB) franchise, is another well-known figure who teaches a very applicable life lesson. Although public service was not his higher calling, Minaya possesses the same ambitious drive as found in Abraham Lincoln. Minaya is introduced at this point to highlight his resilience in failure, which is bolstered by his tremendous use of personal relationships. Further expansion of this sports figure is found in Appendix D.

By any standard, Minaya has succeeded in the corporate sector of Major League Baseball. He is no stranger to setbacks either. Minaya interviewed for seven GM position openings before finally being offered a position as the GM of the Montreal Expos, an organization facing elimination and then owned by Major League Baseball. Why would he accept this post? Minaya felt he had something to offer the organization and was determined to see it succeed. He led this shell of an organization to two .500-plus seasons in a row, finishing in fourth place in the National League in 2003. Minaya built solid relationships with his players

and staff, causing people to believe in themselves, in him, and in his family-style approach to leadership.<sup>39</sup>

Omar Minaya's focus on nurturing relationships versus the administrative side of the business is part of what prevented him from earning a GM position after so many interviews.<sup>40</sup> Nevertheless, throughout his failed interviews, he never ceased to remain committed to his belief in the power of relationships. Minaya worked his plan and remained committed to his philosophy despite facing closed door after closed door. Ironically, in the end, Minaya's ability to establish connections with players and staff members earned him his current coveted position as GM of the New York Mets. He believed in himself and the philosophy of nurturing relationships.

### **Discipline**

A common theme that permeates from those who prove themselves successful even in the face of adversity is discipline and work ethic. Men and women with an internal drive that supports the cause to which they are committed boost themselves far past established limits. Lincoln disciplined himself to read and educate himself while Minaya proved that combining his work ethic with his belief in himself and in people would bring success. Tony Dungy also exercised discipline as he bounced from various assistant coaching posts in the National Football League prior to landing his first head coaching position with the Tampa Bay Buccaneers. Dungy found his passion in coaching and stayed committed to being a winner in his chosen field. He coached for five different National Football League teams and always gave his team and leaders tremendous effort in exercising his duties. Even when his day's work was not complete until two o'clock in the morning, when he worked for the Kansas City Chiefs, he stayed committed to the program and gave all he had to offer.<sup>41</sup> Later as a head coach, Dungy ensured his work regimen

never came close to those he experienced as an assistant coach. By establishing a work rhythm that avoided late nights as the norm, he prevented his own staff from having to endure extremely long hours. Nevertheless, his dedication early in his career showed the level of commitment Dungy knew he must exhibit in order to reap later rewards.

As head coach of the beleaguered Tampa Bay Buccaneers, Dungy found that the physical environment in Tampa presented many external factors that played heavily on the psychological being of his players. Their practice field was right next to the loud and jet-fuel polluted air space of the Tampa Bay airport; the team's workout and meeting facilities were outdated, which gave them a second-hand feel; and, the players harbored a defeatist attitude, which spilled over to the playing field on game days.<sup>42</sup> Each of these mental set-backs could have been a viable excuse to concede defeat had it not been for a leader who would not accept excuses and explanations. In his book *Quiet Strength*, Dungy said, "I began to sell the philosophy that we are responsible for what happens to us, not anyone or anything else."<sup>43</sup> With that mindset, he instilled a regimented, disciplined, and positive mental attitude into a losing program; an attitude that one must do what it takes to overcome. Dungy understood that mental discipline was just as important to moving the program forward as the physical talent on the field. He exemplified and inculcated mental discipline himself and translated it to his team. Discipline would be critical later in his career, when his tenure with Tampa Bay ended.

### **Self-Confidence**

Another redeeming quality in these men of distinction is confidence in their talents. History now reveals how confident Lincoln was in his own abilities as a statesman and leader. Upon winning the presidency, Lincoln incorporated his rivals into his political family and demonstrated his profound self-confidence to lead his worthy contenders. Lincoln appointed

William H. Seward as Secretary of State, Salmon P. Chase as Secretary of the Treasury, and Edward Bates as Attorney General. All these men had been Lincoln's competitors for the Republican presidential nomination in 1860. This was an unprecedented move, which, in retrospect, highlights Abraham Lincoln's genius and confidence. His rivals and others assumed Lincoln would be a figure head; instead, Lincoln led them as opposed to being dominated.<sup>44</sup>

Grant also displayed confidence in his abilities, even while dealing with so many failed ventures as a civilian. In 1861, as he prepared for service to his country, Grant wrote a letter to the Adjutant General of the United States Army offering his services to the Government until the close of the war. He boldly stated, "I feel myself competent to command a regiment, if the President, in his judgment, should see fit to instruct one to me."<sup>45</sup> This request, if approved, meant that the resigned captain would return to service in the rank of colonel. While Grant felt some reservation that he would be equal to the position, he also thought that if some of the other colonels that had mustered for service were capable, so was he. In the end, Illinois Governor, Richard Yates awarded Grant his commission. Yates charged Grant with commanding the 7th Congressional District Regiment of Illinois Volunteers, a task that Grant proved to be willing and equally ready to accept.<sup>46</sup>

### **SOURCES OF STRENGTH**

The drive to achieve is a key factor in understanding how these leaders dealt with setbacks in their personal careers. Lincoln was driven by his personal desire to be a man of significance in his era. He longed to leave his mark on society and even thought of putting aside marriage in order to ensure he would not be detracted from his focus on professional aspirations. As noted, this burning desire developed early in his life and, for him, was the decisive factor in pushing through hardship after hardship. While on the lawyer circuit, many of his counterparts

would venture home on the weekends to spend time with family. Lincoln instead would stay out on the circuit and remain at boarding homes to study geometry or science in order to further his own aptitude.<sup>47</sup> This deep-seated desire guided his actions to achieve.

Dungy is also a driven individual. His definition of success, shown below, reflects his source of strength. His belief system structures how he faces opportunities, challenges, and shortfalls. Similar to Minaya, Dungy also had trouble breaking into the head coaching ranks of the National Football League. After four failed attempts, one of the most unlikely opportunities presented itself in Tampa Bay, Florida with the Buccaneers. Dungy promoted a philosophy of success, not just on the football field, but also in life. For example, Dungy's faith informed his ideas on success. In his biography, he states, "God's definition of success is really one of *significance*--the significant difference our lives can make in the lives of others. This significance doesn't show up in win-loss records, long résumés, or the trophies gathering dust on our mantels. It's found in the hearts and lives of those we've come across who are in some way better because of the way we lived."<sup>48</sup> Dungy conducted his daily affairs on and off the field guided by this understanding. He also demanded that his team stay true to the same.

Dungy's source of strength is unquestionable. He clearly states it this way: "I don't have the strength or wisdom to get through a single day without guidance and grace from God."<sup>49</sup> Dungy's faith strengthened him while he dealt with the unfortunate suicide of his oldest son Jamie. Dungy and his family were devastated by this unexpected tragedy. Friends and family showered them with support and encouragement, but it was ultimately his faith in God which allowed Dungy to continue as a father, husband, and head coach while healing at the same time.<sup>50</sup>

This life changing experience in December 2005 highlighted the depth of Dungy's character. At the time, the Colts were Super Bowl favorites and Dungy's leadership was taking root in the organization. Famed quarterback Peyton Manning now believed in Dungy's system and the team had meshed into a strong cohesive unit.<sup>51</sup> Due to the bonds that had formed, the tragedy affected the entire team and most of the players and staff traveled to Tampa Bay, Florida for James' funeral. Dungy's strength did not falter as he continued to practice what he preached to so many others about walking by faith. He returned to work, after a short break with his family, to continue living his life amidst the tragedy. Though he and his family were in pain over their loss, Dungy knew that though "these were certainly tough times, [his] ... family could not quit living just because times were tough."<sup>52</sup> He used the situation to demonstrate his faith in God; he supported his wife and children as they collectively coped with the loss of James while simultaneously leading his football organization through the tumultuous off-the-field tragedy. His internal fortitude bolstered his family and his football team.

### **Excellence in All We Do<sup>53</sup>**

Dungy believes in a total person concept. He does not compartmentalize excellence. Dungy is known for being a calm leader, rarely raising his voice. He is the antithesis of what is known and loved about General George S. Patton, although both inspired their men to action. In Tampa Bay, Dungy created a successful organization based on significance and excellence in all facets of life. In the late 1990s, he illustrated this point to his team in an uncommon emotional display of anger. Dungy broke from his normal calm and collected nature during a Wednesday team meeting prior to a game with the Oakland Raiders, roughly half-way into the season. Dungy opened the meeting by announcing he was not going to discuss football at all; instead, he talked about winning attitudes and accountability. He relayed to the team that two players

missed two separate personal appearances. Eric Rhett did not miss his appointment completely, but was 30 minutes tardy for an autograph session at a local car dealership. Regan Upshaw, however, completely missed a visit to a fourth-grade class. In Upshaw's case, this was a re-scheduled event with this same class as he was a no-show at the first scheduled appointment. Justifiably upset, the teacher wrote Dungy a letter detailing how she had explained the first missed engagement to the students as a misunderstanding; the second she simply could not offer an explanation.

The Rhett and Upshaw situations were a systemic problem in the organization that had to be addressed. Dungy told the team,

We need to focus on *us*, on changing our own attitudes and accountability. Obviously your word isn't important to you if it doesn't involve the game of football. You don't seem to think being accountable off the field is important. But as far as I'm concerned, we are never going to win consistently until you all get rid of that attitude. The quicker you figure it out, the better.<sup>54</sup>

The most poignant portion was how he related the connection between the "little" things and what the team considered the "big," or important things. Dungy said, "What you don't understand is that champions know it's all important. You have to understand that all the little things your coaches are asking of you really do matter. Knowing I can count on you is just as important to me as your talent. You'll always find excuses for not doing exactly what you're supposed to do. But that's exactly what creates a losing environment."<sup>55</sup> The Bucs beat the Raiders that week and went on to win five of their last seven games. Dungy understood that true excellence is a lifestyle to be lived, not an option for certain situations.

### **ORGANIZATIONAL CULTURAL ACCEPTANCE**

Failure early in one's career is often recoverable due to the cushion of time passing to allow for recovery. However, as leaders become more senior, failure has different connotations

in different environments. Within military organizations, failing to achieve mission objectives can be a significant negative moment in a leader's career. In politics, failing to achieve a certain rank or post does not spell eternal defeat. As Lincoln demonstrated throughout his political career, a lost election at one point in time does not foretell defeat at the next opportunity. One well-known example is the Illinois Senate race of 1858 between Lincoln and incumbent Stephen Douglas. The Lincoln-Douglas debates pitted the two men across the state of Illinois battling for votes. In the end, Lincoln won the popular vote but since the Democrats retained control of the state legislature, Douglas's reelection was secured. In losing, Lincoln told a friend who lamented the loss there was no reason for despondency. He went on to say, "You will soon feel better. Another 'blow-up' is coming; and we shall have fun again."<sup>56</sup>

In the sports realm, athletes and coaches endure the public pressures and benefits of a society enamored by uncommon physical acumen. Therefore, the repercussions of falling short are much more subdued. In the same vein, athletic figures are traded to other high paying posts and coaches are hired to more lucrative positions in spite of failed ventures at one location.

During Dungy's fifth year as head coach at Tampa Bay, rumors about replacing him as head coach began to stir. While discussions around the league ran wild about his potential ousting, Dungy responded to reporters' questions about how he planned to change his game plan to take his faltering team to the next level by quoting his former Pittsburgh Steelers' head coach, Chuck Noll:

He used to tell us all the time, 'Stubbornness is only a fault when you're wrong. When you're right, it's a virtue'. You're always looking for ways to improve, but to say we have to do things differently because we didn't win this game, or we didn't have success in this particular area, or because what worked in the regular season didn't work in the playoffs, I've never believed that.<sup>57</sup>

Nothing was going to change because he believed in his system. The unflappable head coach planned to continue with the coaching philosophy that had proven successful to this point. He believed in himself and in his system.

Following the 2001 season, Dungy was fired. He was the winningest coach in Buccaneers' history; he had posted a 56-46 record, earned four postseason berths, and led his team to a division championship.<sup>58</sup> Dungy had given his best effort but now he was faced with the reality that it was not good enough.

There is historical evidence of military leaders who experienced failure and recovered to enjoy successful careers. For example, Admiral Chester Nimitz, Commander-in-Chief of Pacific Naval Forces for the United States and Allied forces during World War II, ran a ship aground as an ensign, today an act that would be career ending, Nimitz received a court-martial and was relieved of command. However, the naval culture at the time allowed him to recover and he proceeded to have a respected 39-year career, retiring as a five-star admiral.<sup>59</sup>

In another well-publicized military career recovery, General William Henry "Hap" Arnold survived a near court-martial as a mid-level officer when he continued to support the ideas of Brigadier General Billy Mitchell. The U.S. Army Air Corps decided not to prosecute, wishing to avoid another high profile judicial case. Arnold felt there were some repercussions, as officers junior to him received promotions ahead of him. Nevertheless, as the only five-star general in two services, Army and Air Force, the organization allowed Arnold a full recovery from his setback.<sup>60</sup> Today's military bureaucracy, arguably, does not support the same type of recovery.

Grant was also offered some leniency during the heat of the Civil War as a battlefield general. After being surprised at Shiloh and later a failed initial attack on Vicksburg, Grant was

not removed from command. President Lincoln was urged to take action against Grant by way of replacement to which he reportedly commented to Alexander McClure, a Pennsylvania politician, "I can't spare this man; he fights."<sup>61</sup>

## **CONCLUSION**

Beyond the fame, parades, and honor, most leaders have struggled through adversity to achieve greatness. A theme that runs through the lives of those leaders who have wrestled with extreme circumstances is the ability to avoid wallowing in the pit of despair. Failures are bound by the unfortunate circumstances of the moment, while those who fail never accept the situation as a permanent station. Leaders are bound to experience some challenges and some triumphs. Lincoln possessed an ambition and internal drive that prevented him from believing he would not succeed. Lincoln's desire to leave a distinguished legacy motivated him to read and become strong intellectually. His internal fortitude brought out the absolute best in him, regardless of the situations surrounding him.

Grant, on the other-hand, does not succinctly follow the author's thesis. Instead, Grant is one who seems to have had one particular call in his life -- to be a military professional. While his life as a civilian was lack-luster, he became a prominent and successful military officer. After answering the call to service in 1860, Grant commanded troops at all levels meeting several challenges calmly and confidently. For example, at the Battle of Shiloh, when faced with an initially successful surprise attack, Grant refused to concede defeat and imbued his men with courage and strength of will to continue the fight and won. Grant refused to give up in prosecuting his duties; and, thus his determination was critical to his ultimate success after falling short in other areas of his life.

Dungy's philosophy of success is applicable to all professionals. Dungy is driven by his definition of success, which is grounded by his faith. Simply put, he strives to have significant impact in his sphere of influence. In his business of football, winning is the objective and undeniable measuring stick. In achieving that end, he teaches a consistent message that emphasizes a total team effort and those efforts on and off the field are mutually supporting, as evidenced by his position on the Rhett and Upshaw occurrences in Tampa.<sup>62</sup> Following a season ending play-off loss in Indianapolis, Dungy left his team with this message: "Be patient. Keep doing the ordinary things better than anyone else. Be uncommon. Do what we do."<sup>63</sup> This consistent philosophy carried his team into many future successes. In 2006, the team opened the season at 9-0, captured a fourth consecutive division championship, and won four playoff games in earning the Super Bowl XLI crown.<sup>64</sup>

This simple message speaks volumes on the subject of overcoming the trials of life. It is important to believe in what one is doing, as this provides a foundation to one's effort in calamitous times. By patiently maintaining this course of action, situations do not dictate responses; consistent, properly focused actions will bring about success.

Strong leadership is required in every occupation. Various organizational cultures accept failure differently. Nevertheless, individual leaders can equip themselves by consistently reaffirming such strong personality traits as mentioned above. Very few people will go through life unscathed by setbacks. Responding correctly to these challenges is what distinguishes failures from those who fail and move forward.

## APPENDIX A

**Name:** Abraham Lincoln

**Birth:** February 12, 1809 in Hodgenville, Kentucky, United States

**Death:** April 14, 1865 in Washington, DC, United States

**Nationality:** American

**Occupation:** President

### BIOGRAPHICAL ESSAY

Abraham Lincoln was the sixteenth president of the United States and president during the divisive Civil War. He is best known for the Emancipation Proclamation, the Gettysburg Address and two outstanding inaugural addresses. During the Civil War, Lincoln devoted his efforts toward reunifying the country. He surrounded himself with high caliber cabinet officials to include those who rivaled him for the Presidential nomination in 1860. Lincoln is known for his concise writing, his incessant desire to read, and his tremendous story telling abilities. He remains in the top three of all American presidents.

### PERSONAL INFORMATION

Lincoln was born in a log cabin in Kentucky in 1809 to Thomas and Nancy (Hanks) Lincoln. He was assassinated on April 15, 1865, just six days after General Robert E. Lee surrendered to Grant at Appomattox. Lincoln married Mary Todd in 1842 and they had four sons, Robert Todd, Edward Baker, William Wallace (Willie), and Thomas (Tad). Death was common to Lincoln early in life as he lost his mother and older sister at a very early age.

Lincoln's family was not affluent and therefore he was forced to educate himself through books and stories told to him by travelers passing through. He honed his storytelling skills

which would be one of his strongest attributes in public life -- he knew how to gain and hold a crowd's attention.

## **PUBLIC SERVICE**

Lincoln longed to make an indelible mark on society. He studied law on his own before entering politics. In 1831, he volunteered with the Illinois militia recruited to counter Indian disturbances in the Black Hawk War. He reenlisted twice and never encountered the enemy. Upon return home, he ran for the state legislature in 1832 and lost. This was a common theme in his early years but it did not deter him from continuing. The following Chronology details some of the major milestones in Lincoln's life.

## **CHRONOLOGY<sup>1</sup>**

- 1816 Lincoln family moved from Kentucky to Indiana
- 1818 Mother died; father remarried following year to Sarah Bush Johnston, a widow
- 1830 Family relocated once more, to Macon County, Illinois
- 1832 Captain in Illinois militia during Black Hawk War; unsuccessful bid for State Legislature seat
- 1834 Elected as a member of the Whig Party to the State House
- 1836 Re-elected; licensed to practice law in Illinois
- 1846 Elected to U.S. House of Representatives
- 1858 Famous Lincoln-Douglas debates
- 1860 Elected president of the U.S. on a Republican ticket; South Carolina seceded on December 20
- 1861 Lincoln inaugurated; rebels fired on Fort Sumter; First battle of Bull Run
- 1862 McClellan's Peninsular Campaign; Antietam; Lincoln announced Emancipation Proclamation
- 1863 Battles of Fredericksburg and Chickamauga; draft introduced
- 1864 Fall of Atlanta; Lincoln re-elected
- 1865 Thirteenth Amendment passed; surrender at Appomattox; Lincoln shot by John Wilkes Booth at Ford's Theater; died the following morning

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<sup>1</sup> "Abraham Lincoln." *Historic World Leaders*. Gale Research, 1994.  
Reproduced in *Biography Resource Center*. Farmington Hills, Mich.: Gale, 2008.  
<http://galenet.galegroup.com/servlet/BioRC>

## CIVIL WAR

During the Civil War, Lincoln had the unenviable task of leading and directing generals in a wartime environment. Before settling on General Ulysses S. Grant as commander of the armies, Lincoln fired several other general officers for not being aggressive on the battlefield. His keen attention to detail and superb communication skills proved effective in finally getting the necessary action required to bring the war to a successful end.

On the issue of slavery, Lincoln carefully waited until after the victory at Antietam to issue the Emancipation Proclamation, at which time it would have more meaning as a war measure. Throughout his public life, Lincoln spoke out against the inherent evil of slavery. Lincoln remained dedicated to preserving the Union and the Emancipation Proclamation accomplished the dual effort of eradicating slavery while also trying to establish guidelines for the Union.

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## APPENDIX B

**Name:** Ulysses S. Grant, born Hiram Ulysses Grant

**Birth:** April 27, 1822 in Ohio, United States

**Death:** July 23, 1885

**Nationality:** American

**Occupation:** General, President of United States

### BIOGRAPHICAL ESSAY

Ulysses S. Grant rose to fame in a very untraditional fashion. After graduating from West Point, he served in the Mexican War and shortly thereafter resigned from the service. During his civilian life, his resilience was tested by nothing of great significance occurred to distinguish the Ohio native. He struggled to provide for his family during this period until returning to service in the Civil War. Back in his comfort zone, Grant flourished in his military career, flirting with occasional disaster on the battlefield, but continuously leading and inspiring his men to accomplish their set objective. He is known for his silent, unassuming manner, even as a general officer. Rising from the rank of colonel to eventually becoming general of the armies under President Abraham Lincoln, Grant distinguished himself during the Civil War. After military service, the famed war hero served two consecutive terms as President of the United States.

### PERSONAL INFORMATION

Ulysses S. Grant was born Hiram Ulysses Grant at Point Pleasant, Ohio to Jesse Root Grant, a tanner, and Hannah Simpson, daughter of a prosperous farmer. He died on July 23, 1885 in Mount McGregor, New York. In August of 1848, he married Julia Dent and together they had four children: Frederick Dent, U.S. minister to Austria and general in Puerto Rico and

Philippine campaigns, Ulysses S. "Buck" Jr., San Diego lawyer and prominent Republican), Nellie, and Jessie.

Grant's father applied and received a West Point commission on behalf of his son. An administrative error by the appointing congressman changed Grant's name from Hiram Ulysses to Ulysses S. Grant, a change that he embraced. After graduating from the U.S. Military Academy in 1843, he served honorably in the Mexican War before resigning from the service in 1854, while stationed on the Pacific Coast away from his wife and children and battling alcoholism. While apart from the service for nearly seven years, he embarked upon numerous failed business ventures to include being a farmer and a real estate agent. In 1860, when it was evident the country was divided on the issue of slavery, Grant realized that war was inevitable. He volunteered his service to the country for the duration of the effort, thus beginning the march to success as a professional military officer.

### **RETURN TO MILITARY SERVICE**

Grant wrote a letter requesting to be reinstated in the military as a regimental commander, in the rank of colonel. His letter was never returned but he was eventually commissioned as a colonel by the Illinois Governor, Richard Yates. Grant's military prowess continued to flourish beyond this first command position of the 21st Illinois volunteers. Much to his surprise, he was appointed brigadier general of volunteers in August 1861. He led an expedition which captured Fort Henry, Fort Donelson, and a Confederate force under Gen Simon B. Buckner in 1862. At Donelson, Grant demanded an unconditional surrender which was new to the military lexicon. Grant refused to concede any demands to Buckner, who in earlier years loaned Grant money in 1854 to allow him to rejoin his family after resigning his commission.

Grant is known to be a determined and resolute military officer. After initially being surprised at the Battle of Shiloh, Grant refused to entertain the idea of defeat and rallied his men to victory. Shiloh stands as a lesson of what not to do in preparing for battle. Conversely, Grant devised a masterful plan to take Vicksburg. After stumbling twice in attempts to attack Vicksburg, Grant determined that he would take his men to the west side of the river, march south below enemy fortifications, and then use naval boats to re-insert his troops on the east shore in enemy territory. This plan was extremely daring since enemy positions prevented him from returning back up the river or receiving reinforcements. He was forced to live off the land. This maneuver worked and the entire campaign was successful as Grant accepted Confederate surrender at Vicksburg on July 4, 1863. After this success, Grant was promoted to major-general.

Soon after another successful battle at Bragg, Grant was awarded the rank lieutenant general and with it general of the armies of the Potomac. From this post he provided unity of effort and moved to defeat the enemy and bring the Civil War to a close. As commanding general, Grant sought to divide the Confederacy into fragments; to conduct simultaneous engagements to prevent reinforcements, and finally to seek and destroy those armies with constant force. Grant proved to have great strategic vision which led to bring the Civil War to an end in 1865.

## **POLITICS**

Following President Abraham Lincoln's assassination, Grant was the most notable hero in the North. Many politicians positioned themselves to receive the hero's support. He accepted the Republican nomination in 1868 and took office the following year. His presidency did not measure up to his distinguished record as a military officer. Dishonesty and corruption defined

government departments. Grant's loyalty to subordinates prevented him from taking appropriate action against those implicated in wrong doing. He made a third unsuccessful run at the presidency and retired to private life.

### **AFTER PUBLIC SERVICE**

After retiring from public office, Grant made a world tour and then settled in Galena, Illinois and later New York City. Grant proved that he was a formidable military commander. Beyond his feats in the military, Grant did not find much success as evidenced by post-retirement bankruptcy in 1884. While battling throat cancer, Grant set to work on his memoirs in an effort to bolster the financial coffers for his wife and family after his death. The reticent, uncommunicative general produced a brilliant two-volume *Personal Memoirs*, which earned \$450,000 for his heirs. His legacy lives on in print; however, he died shortly after completion unaware of the great success he produced.

### **CHRONOLOGY OF SIGNIFICANT EVENTS<sup>2</sup>**

- 1843 Graduated from U.S. Military Academy
- 1846 Served under Zachary Taylor in battles of Palo Alto, Resaca de la Palma, and Monterrey
- 1847 Served under Winfield Scott at Vera Cruz, Cerro Gordo, Chapultepec, San Cosme
- 1848 Treaty of Guadalupe Hidalgo ended the Mexican War
- 1854 Grant left army to assume civilian jobs
- 1861 Bombardment of Fort Sumter; Grant appointed colonel of volunteer Illinois regiment, then brigadier general

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<sup>2</sup> "Ulysses Simpson Grant." *Historic World Leaders*. Gale Research, 1994. Reproduced in *Biography Resource Center*. Farmington Hills, Mich.: Gale, 2008.  
<http://galenet.galegroup.com/servlet/BioRC>

- 1862 Commanded troops in capture of Fort Henry; victory of Fort Donelson; surprised at Shiloh
- 1863 Captured Vicksburg; won battle of Chattanooga
- 1864 Appointed lieutenant general; given command of all Union armies; fought major battles in Virginia at the Wilderness, Spotsylvania, Cold Harbor; began siege of Petersburg
- 1865 Lee abandoned Petersburg; surrendered at Appomattox Court House; Lincoln assassinated; Andrew Johnson elected president
- 1866 Grant became secretary of war *ad interim*
- 1869 Inaugurated president; began two terms
- 1880 Unsuccessful bid for third term
- 1884 Grant's law firm ruined through Wall Street swindle

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## APPENDIX C

**Name:** Anthony "Tony" Dungy

**Birth:** October 6, 1955 in Jackson, Michigan, United States

**Nationality:** American

**Ethnicity:** African American

**Occupation:** Football player, Football coach

### BIOGRAPHICAL ESSAY

The Gale Biography website provides a superbly written biographical essay which portrays an accurate snapshot of Tony Dungy. This passage is an exceptional lead-in to describe Dungy.

Individuals who coach professional sports teams for a living are a unique breed. Their personalities must be fiery enough to contend with the antics of the most pampered athletes. At the same time, they must be modest enough to credibly project the belief that it is the players, not the coaches, who are responsible for the outcomes of games. Pro football head coach Tony Dungy manages to belie both of those characterizations. Those with whom he has worked are unanimous in describing Dungy as the least excitable person ever to prowl a football sideline. And while he is the picture of humility, he is almost universally hailed as a coaching genius, capable of virtually single-handedly turning a football program around, transforming pathetic defenses into great ones, and changing losing organizations into winners. He proved that in 2007 when he led the Indianapolis Colts to their first Super Bowl since 1984 and became the first African-American coach ever to win the championship.<sup>3</sup>

### PERSONAL INFORMATION

Dungy is the son of Wilbur and Cleomae Dungy, former physiology professor and English teacher, respectively. He is married to Lauren Harris and together they have six children: Tiara, James (deceased), Eric, Justin, Jade, and Tiara. The Dungy family experienced the personal tragedy of James' suicide in 2005.

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<sup>3</sup> "Gale - Free Resources - Black History - Biographies - Tony Dungy."  
[http://gale.cengage.com/free\\_resources/bhm/bio/dungy\\_t.htm](http://gale.cengage.com/free_resources/bhm/bio/dungy_t.htm) (accessed 22 March 2008).

## COLLEGIATE AND PROFESSIONAL CAREER

He received his Bachelor of Arts degree from the University of Minnesota in 1977. While at Minnesota, Dungy played football with the Gophers and became known for his cerebral approach to the game. Unlike his collegiate athlete counterparts, Dungy spent his spare time analyzing opposition game film vice frequenting local bars and night clubs. The star quarterback finished his college career ranked fourth in total offense among all players in the history of the Big Ten conference.

Upon graduation from Minnesota, he was drafted as a free agent by the Pittsburgh Steelers. In Pittsburgh, Dungy transitioned from quarterback to defensive back and led the team in interceptions with six in 1978, his second season with the team. His defensive efforts helped lead the Steelers to a Super Bowl championship in 1978. Unfortunately, his lack of NFL-caliber speed led the Steelers to trade Dungy to the San Francisco 49ers in 1979, and a year later, he was traded again to the New York Giants. His playing career ended in 1980 when the Giants cut Dungy, at which point he retired after three years in the National Football League.

Dungy's mental acuity as a player was well-known among his previous collegiate and professional coaches, which gained him entry into the coaching profession. Following his NFL career, he held various coaching staff positions with the University of Minnesota (defensive backs coach), Pittsburgh Steelers (defensive backs coach, later defensive coordinator), Kansas City Chiefs (defensive backs coach), and finally with the Minnesota Vikings (defensive coordinator). He then gained his first head coaching opportunity with the Tampa Bay Buccaneers in 1996 where he became the winningest coach in Buccaneer history. Dungy spent five years with Tampa Bay, taking the Buccaneers to the playoffs three times and winning a division title in 1999. After successfully revitalizing the Buccaneers program, Dungy was

subsequently fired by the team ownership who wanted to energize the organization to take the next step toward becoming Super Bowl champions.

Dungy then considered retiring from coaching to work full time in prison ministry. However, when Indianapolis Colts president Bill Polian offered him a head coaching position to help re-shape the organization's culture, Dungy accepted and remains as head coach of the Colts today. Since taking charge of the Colts in 2002, Dungy has directed the Colts to six playoff appearances, five American Football Conference South titles, and two American Football Conference Championship game appearances. At the end of the 2006 season, the Colts won the ultimate prize with a 29-17 victory over Chicago in Super Bowl XLI, making Dungy the first African-American head coach to win the Lombardi trophy.

#### **PROFESSIONAL ORGANIZATIONS**

Dungy maintains involvement with charitable and professional organizations in each of his locales. Organizations that he is actively involved include: Fellowship of Christian Athletes and Athletes in Action, Family First, Big Brothers/Big Sisters, All-Pro Dad, a family based organization, and he is a national spokesperson for the American Diabetes Association. He launched Mentors for Life while in Tampa Bay, a program that provided tickets to Buccaneers home games to area youth and their mentors. He also supports the Black Coaches Association National Convention and Indiana Black Expo. In August, 2007, Dungy was appointed by President George W. Bush to the President's Council of Service and Civic Participation for a term of two years. Through Dungy's involvement in these organizations, he maintains balance in his life and gives of his time and energy to the community.

## AWARDS AND ACCOMPLISHMENTS

Dungy was awarded the National Fatherhood Initiative, Fatherhood Award in 2002. He is the co-author of the book, *Quiet Strength: The Principles, Practices and Priorities of a Winning Life*. The book reached the New York Times Best Seller List (non-fiction), remaining at the top of the list for two weeks, with more than 1,000,000 copies in print. It is one of the best-selling sports-related books in history. In addition to being the first African American coach to win the Super Bowl, Dungy also is the youngest assistant coach in National Football League history.

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## APPENDIX D – Omar Minaya<sup>4</sup>

From politics to baseball, the will to achieve and win has brought men from desolate places to fame and distinction. Omar Minaya, General Manager (GM) of the New York Mets National League Major League Baseball (MLB) franchise, is another well-known figure who teaches a very applicable life lesson. Although public service was not his higher calling, Minaya possesses the same ambitious drive as found in Abraham Lincoln. Minaya is introduced at this point to highlight his resilience in failure, which is bolstered by his tremendous use of personal relationships. Further expansion of this sports figure is found in Appendix D.

By any standard, Minaya has succeeded in the corporate sector of Major League Baseball. He is no stranger to setbacks either. Minaya came to the United States from the Dominican Republic with his family as a young boy and lived in a diverse neighborhood in New York. Growing up near the Mets' stadium, he often stole his way into the games and developed his aspirations to be a major league player. After a brief stint with the Oakland Athletics in the late 1970s, Minaya was released from the organization – without other baseball opportunities available to him and without viable plans to survive in America. He had worked several odd jobs, such as Chinese-food deliveryman, mailroom clerk, and nightclub bouncer; and now, with only a high school diploma, he was forced to face a world full of opportunity with little to offer it but what he possessed inside.<sup>5</sup> Through this period of struggle, Minaya turned to God for grounding and direction and became a born-again Christian.

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<sup>4</sup> In order to maintain a tri-part case study, the author utilized this Appendix to expand the relationship trait. The entire section is listed here to complete the thought, whereas the content in the paper is abridged.

<sup>5</sup> Gary Smith. "How did Omar Minaya, the Major Leagues' First Hispanic General Manager, Turn the Mets Back into Contenders?" *Sports Illustrated* (2007): 4.  
<http://sportsillustrated.cnn.com/2007/baseball/mlb/06/12/minaya0618/index.html>.

A chance to play baseball in Tuscany, Italy opened up for Minaya. He happily accepted this opportunity, which was offered to him by a former teammate who would coach on the Italian club's staff. In this instance, an acquaintance from earlier in Minaya's adult life opened a significant door for him, which spurred other opportunities too. While overseas, Minaya learned Italian and cultural specific items that gained him a favored position among the local population. By immersing himself in various cultures, he has been able to build diverse teams throughout his career, avoiding mirror imaging along the way. Minaya went on to become a scout for the Texas Rangers baseball team and discovered untapped player potential in the Dominican Republic. Minaya would later break into the New York Mets franchise as an assistant general manager based largely on his ability to relate to people. Finally, as a front office manager in the Mets organization, he began getting initial interviews to become a General Manager, but the road was all but paved with easy success.

Minaya interviewed for seven GM position openings before finally being offered a position as the GM of the National League's then Montreal Expos (now Washington Nationals), an organization facing elimination and then owned by Major League Baseball. Why would he accept this post? Minaya felt he had something to offer the organization and was determined to see it succeed. He led this shell of an organization to two .500-plus seasons in a row, finishing in fourth place in the National League in 2003. Minaya built solid relationships with his players and staff, causing people to believe in themselves, in him, and in his family-style approach to leadership. Omar Minaya's focus on nurturing relationships versus the administrative side of the business is part of what prevented him from earning a General Manager position after so many

interviews.<sup>6</sup> Nevertheless, throughout his failed interviews, he never ceased to remain committed to his belief in the power of relationships. Minaya worked his plan and remained committed to his philosophy despite facing closed door after closed door. Ultimately, this ability to forge individuals of diverse social, ethnic, racial, and a national backgrounds into a team and organization earned him his current coveted position as General Manager of the New York Mets. He believed in himself and the philosophy of nurturing relationships.

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<sup>6</sup> As a minority breaking into the monopolized white majority in Major League Baseball, race possibly caused part of his late arrival on the managerial scene.

## Bibliography

In accomplishing the research for this paper, many books and articles provided necessary background on the leaders profiled in this paper. This background was useful for the author in order to become acutely familiar with the leaders themselves. Beyond the background, there are some resources in this bibliography that proved to be extremely useful in performing the analysis of the thesis. Ulysses S. Grant's memoirs were especially helpful because it is very well written and provides direct insights from the individual. It was particularly useful to compare Grant's recollections of events against other noted historians' views. There is a wealth of information available on Grant which allowed for consistent themes to develop with an occasional unique perspective from an author on a subject commented on by many others. Edward Longacre's *Ulysses S. Grant: The Soldier and The Man*, was particularly useful as Longacre provided an objective view, with considerable detail in describing Grant's formative years.

Doris Kearns Goodwin's *Team of Rivals: The Political Genius of Abraham Lincoln* is a well researched and written book that entices you with facts and stories superbly intertwined. Beyond describing Abraham Lincoln, Goodwin gives considerable attention to his 1860 presidential race competitors, which is useful in fully understanding the dynamics of the era in the mid 1800s.

Several newspaper articles helped complete my ideas on Tony Dungy; however, his personal memoir, *Quiet Strength*, is a riveting work that candidly shares his innermost thoughts, ideas, and perceptions on life, family, faith, work and his approach to each of them. This book was my unequivocal favorite to read due to a unique personal touch Dungy was able to achieve by sharing not just the events of his life, but how those events shaped and/or changed his perspective for the future.

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## NOTES

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<sup>1</sup> Pat Forde, "Cheating Bothers Us, but Not enough to Walk Away from the Games." ESPN.com. [http://sports.espn.go.com/espn/cheat/columns/story?columnist=forde\\_pat&id=2962626](http://sports.espn.go.com/espn/cheat/columns/story?columnist=forde_pat&id=2962626) (accessed 23 Apr., 2008). Forde succinctly describes the relationship between the public and athletes. Sports figures that take performance enhancing drugs or commit off-field indiscretions are often still accepted by main society due to these same figures' heroic feats on the playing fields. Additionally, Head Coach Kelvin Sampson recently resigned from his head coaching post with Indiana University after breaking rules for telephonic contact with high school recruited athletes. ESPN.com article "Indiana, Sampson Reach \$750,000 Settlement to Part Ways." <http://sports.espn.go.com/ncb/news/story?id=3258506> (accessed 23 Apr., 2008) provides details on his previous infractions as head basketball coach of Oklahoma University.

<sup>2</sup> Rudyard Kipling, "If - Rudyard Kipling, Inspirational Poem for Problem Solving," [http://agutie.homestead.com/FILES/ifkip\\_1.html](http://agutie.homestead.com/FILES/ifkip_1.html) (accessed 23 Apr. 2008). According to this website, "If" first appeared in Kipling's collection 'Rewards and Fairies' in 1909. After nearly a century, this inspirational poem has a relevant message for today's leaders.

<sup>3</sup> Michael Lee, "The Great Escape -- Wizards' Butler Overcame a Harsh Youth." *The Washington Post*, 2008, Sec. A+.

<sup>4</sup> John Maxwell quoted John Wanamker in his book *Failing Forward: Turning Mistakes into Stepping-Stones for Success*, which is where I discovered this quote. Wanamker was an American innovator and is credited with founding the first department store. In his first department store, Wanamker experimented with fixed prices and customer satisfaction, which were new concepts in retail. He later introduced the first restaurant inside a department store. Information on Wanamker can be found at the website: "Who made America? | Innovators | John Wanamaker." [http://www.pbs.org/wgbh/theymadeamerica/whomade/wanamaker\\_hi.html](http://www.pbs.org/wgbh/theymadeamerica/whomade/wanamaker_hi.html) (accessed 24 Apr. 2008).

<sup>5</sup> Doris Kearns Goodwin, *Team of Rivals: The Political Genius of Abraham Lincoln*. (New York: Simon & Schuster, 2005), 50. Goodwin asserts quick wit, talent for mimicry, and an uncanny memory as the greatest gifts Thomas Lincoln would pass on to Abraham Lincoln. The author asserts that Thomas' example of tremendous work ethic is also a fine gift passed on to young Abraham.

<sup>6</sup> Goodwin, *Team of Rivals*, 53.

<sup>7</sup> Goodwin, *Team of Rivals*, 52.

<sup>8</sup> Goodwin, *Team of Rivals*, 53.

<sup>9</sup> Goodwin, *Team of Rivals*, 53.

<sup>10</sup> Paul Johnson, *Heroes: From Alexander the Great and Julius Caesar to Churchill and De Gaulle*, (New York: HarperCollins, 2007), 165.

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<sup>11</sup> Goodwin, *Team of Rivals*, 55.

<sup>12</sup> Goodwin, *Team of Rivals*, 47.

<sup>13</sup> The Abraham Lincoln Presidential Library and Museum (ALPLM) opened in April 2005 in Springfield, Illinois. The 200,000 square foot complex, which includes an Archive, Library and Museum, features public experiences, galleries and theater presentations that are more than 50% larger than any other presidential library. It is the best-attended Presidential Library in America. The ALPLM not only preserves history — it makes history by enabling millions of visitors from around the world to experience the Lincoln story in its entirety, as nowhere else. Further details can be found at <http://www.alplm.org/home.html>.

<sup>14</sup> Goodwin, *Team of Rivals*, 57.

<sup>15</sup> Goodwin, *Team of Rivals*, 87-92.

<sup>16</sup> Goodwin, *Team of Rivals*, 96-97.

<sup>17</sup> Goodwin, *Team of Rivals*, 99-100.

<sup>18</sup> Goodwin, *Team of Rivals*, 87.

<sup>19</sup> Goodwin, *Team of Rivals*, 102. "In Lincoln's time, feelings of hopelessness and listlessness, thoughts of death and suicide were called hypochondriasis ("the hypo") or "the vapours". Its source was thought to be in the hypochondria, that portion of the abdomen which was then considered the seat of emotions, containing the liver, gallbladder, and spleen. Treatment for the liver and digestive system was recommended."

<sup>20</sup> Edward G. Longacre, *General Ulysses S. Grant: The Soldier and The Man*. (Cambridge, MA: Da Capo Press, 2006), 23.

<sup>21</sup> Longacre, *The Soldier and The Man*, 24.

<sup>22</sup> Longacre, *The Soldier and The Man*, 43-44.

<sup>23</sup> U.S. National Park Service. "Ulysses S Grant National Historic Site - Ulysses S. Grant & White Haven (U.S. National Park Service)." <http://www.nps.gov/ulsg/historyculture/grantwh.htm> (accessed 3/1/2008, 2008). Second Lieutenant Ulysses S. Grant was assigned to St. Louis' nearby Jefferson Barracks following his graduation from West Point in 1843. Soon after arriving in the city, he visited the family of his former roommate, Frederick Dent, at their plantation on Gravois Creek. There he met Fred's sister Julia, and afterwards his visits became quite regular. Upon learning of his regiment's impending transfer, Grant proposed to Julia in 1843, and the couple eventually married in 1848. The White Haven property was a focal point in Ulysses' and Julia's lives for four decades. The Grants lived here off and on during the 1850s. Although the family moved to Galena, Illinois, in 1860, the Grants continued to think of White Haven as their family home. By 1870, President

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Grant owned nearly 650 acres of the White Haven farm and began readying the property for a relaxing retirement. Although circumstances caused him to abandon those retirement plans, Grant retained ownership of the property until a few months before his death in 1885.

<sup>24</sup> "Grant's Missouri Homes," New York Times, 27 Jul. 1885.

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<sup>25</sup> Michael Korda., *Ulysses S. Grant: The Unlikely Hero*, edited by James Atlas, (New York: Atlas Books/HarperCollins, 2004), 35.

<sup>26</sup> Korda, *The Unlikely Hero*, 46.

<sup>27</sup> Longacre, *The Soldier and The Man*, 55-56.

<sup>28</sup> Ulysses S. Grant, Mary Drake McFeely, and William S. McFeely, *Memoirs and Selected Letters: Personal Memoirs of U.S. Grant, Selected Letters 1839-1865*, (New York: Literary Classics of the United States, 1990), 941-953. Several letters show him pleading for his wife, Julia Dent, to write him more and expressing disappointment at letters that were non-descriptive and short in length.

<sup>29</sup> Korda, *The Unlikely Hero*, 50.

<sup>30</sup> Longacre, *The Soldier and The Man*, 60-62.

<sup>31</sup> Longacre, *The Soldier and The Man*, 26.

<sup>32</sup> Longacre, *The Soldier and The Man*, 65.

<sup>33</sup> Longacre, *The Soldier and The Man*, 65.

<sup>34</sup> The area in St Louis that was home to Grant is now owned by Anheuser-Busch, Inc. and has been a St Louis tradition for over five decades. The Farm is a tribute to the 18th President of the United States and more than 24 million guests have visited this family attraction during its history. More information can be found at the website: <http://www.grantsfarm.com>.

<sup>35</sup> Longacre, *The Soldier and The Man*, 70.

<sup>36</sup> Grant, *Personal Memoirs*, 141-42.

<sup>37</sup> Korda, *The Unlikely Hero*, 48.

<sup>38</sup> Grant, *Personal Memoirs*, 164-165.

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<sup>39</sup> Gary Smith. "How did Omar Minaya, the Major Leagues' First Hispanic General Manager, Turn the Mets Back into Contenders?" *Sports Illustrated* (2007): 4.  
<http://sportsillustrated.cnn.com/2007/baseball/mlb/06/12/minaya0618/index.html>.

<sup>40</sup> As a minority breaking into the monopolized white majority in Major League Baseball, ethnicity and race possibly caused part of his late arrival on the managerial scene.

<sup>41</sup> Tony Dungy and Nathan Whitaker, *Quiet Strength: A Memoir*, (Carol Stream, Ill.: Tyndale House Publishers, 2007), 76.

<sup>42</sup> Dungy, *Quiet Strength*, 102-103, 115-116.

<sup>43</sup> Dungy, *Quiet Strength*, 114.

<sup>44</sup> Goodwin, *Team of Rivals*, xvi.

<sup>45</sup> Grant, *Personal Memoirs*, 158.

<sup>46</sup> Grant, *Personal Memoirs*, 965. Additionally, Longacre comments on the undisciplined state of the unit, which prompted Governor Yates to relieve Simon Goode in place of Grant (84-89). Grant did not appear physically and mentally tough enough to command such an unruly group; however, his quiet strength prevailed in the face of tense situations.

<sup>47</sup> Goodwin, *Team of Rivals*, 152.

<sup>48</sup> Dungy, *Quiet Strength*, 144.

<sup>49</sup> Dungy, *Quiet Strength*, 241.

<sup>50</sup> Dungy, *Quiet Strength*, 260-261.

<sup>51</sup> Dungy, *Quiet Strength*, 207.

<sup>52</sup> Dungy, *Quiet Strength*, 257.

<sup>53</sup> "United States Air Force Core Values." <http://www.usafa.af.mil/core-value/> (accessed 3/27/2008, 2008). One of the three United States Air Force core values is Excellence in All We Do. The others being INTEGRITY FIRST and SERVICE BEFORE SELF.

<sup>54</sup> Dungy, *Quiet Strength*, 123.

<sup>55</sup> Dungy, *Quiet Strength*, 123-124.

<sup>56</sup> Goodwin, *Team of Rivals*, 210. Goodwin chronicles the debates over pages 196-210.

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<sup>57</sup> Chris Harry. "Will Tony Dungy Walk the Plank." *The Orlando Sentinel*, August, 4 2001, [http://www.accessmylibrary.com/coms2/summary\\_0286-6735724\\_ITM](http://www.accessmylibrary.com/coms2/summary_0286-6735724_ITM) (accessed 22 March 2008).

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<sup>59</sup> Christopher P. Michel 2006. "Making the Most of Failure." *United States Naval Institute Proceedings*, November 1, 96. <http://www.proquest.com/> (accessed 18 December 2007).

<sup>60</sup> Stephen Budiansky, *Air Power: The Men, Machines, and Ideas that Revolutionized War, from Kitty Hawk to Gulf War II*, (New York: Viking, 2004), 151-152.

<sup>61</sup> Brooks D. Simpson, *Ulysses S. Grant: Triumph Over Adversity, 1822-1865*. (Boston: Houghton Mifflin Company, 2000), 136. Simpson intimates that this comment by Lincoln may not have been spoken. In fact, Simpson states that the Lincoln administration inquired of any neglect or misconduct on Grant's part via telegraph. Either way, Grant was not relieved of command and retained the trust and confidence of his superiors.

<sup>62</sup> Dungy, *Quiet Strength*, 123.

<sup>63</sup> Dungy, *Quiet Strength*, 210.

<sup>64</sup> "The Official Website of the Indianapolis Colts." [http://www.colts.com/sub.cfm?page=coachbio&coach\\_id=18](http://www.colts.com/sub.cfm?page=coachbio&coach_id=18) (accessed 5/14/2008, 2008).