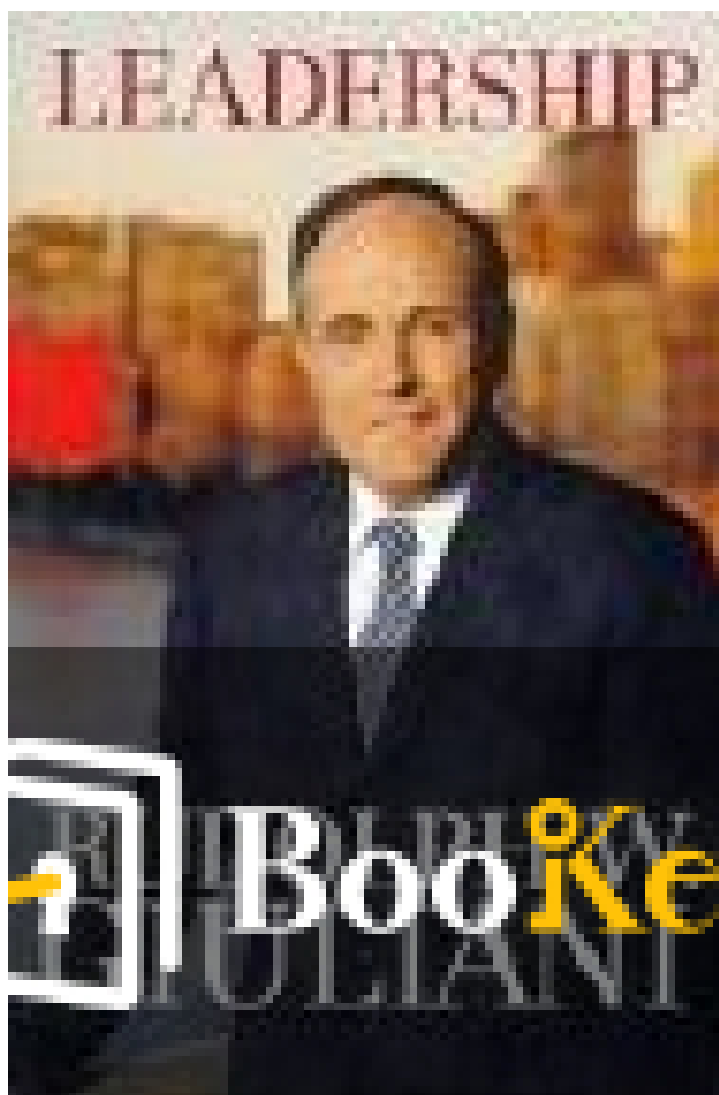


Leadership. PDF (Limited Copy)

Rudolph W. Giuliani



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Leadership. Summary

"Guiding Principles from a Former Mayor's Perspective"

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About the book

In "Leadership," Rudolph W. Giuliani delves into the powerful principles that guided his seismic transformation of New York City from a crime-ridden metropolis to a vibrant urban hub. Drawing upon his groundbreaking tenure as the city's mayor, Giuliani offers an insider's perspective on the importance of strong leadership during times of crisis and change. Through a pragmatic approach steered by perseverance, integrity, and unwavering conviction, Giuliani underscores the lessons learned from navigating moments of adversity — lessons that hold universal wisdom for leaders across all fields. Whether you're a seasoned executive or an aspiring leader craving insights from real-world experiences, this book is a clarion call to embrace responsibility and harness the untapped potential within to drive change and achieve extraordinary success. Dive in, and discover the transformative power of leadership that resonates far beyond political boundaries.

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About the author

Rudolph W. Giuliani, often distinguished by his tenacity and presence on the political stage, is a seasoned lawyer, former mayor, and revered public figure with a career steeped in leadership under high-pressure circumstances. Born in Brooklyn, New York, Giuliani's legal prowess first shone as he tackled organized crime, leading high-profile cases that solidified his reputation as a steadfast U.S. Attorney. However, it was his tenure as the 107th Mayor of New York City from 1994 to 2001 that brought him international acclaim, notably for his transformative and bold policies that paved the way for the city's economic revitalization and crime reduction. Synonymous with crisis management and resilience, Giuliani's leadership gained global recognition during the aftermath of the September 11 attacks, demonstrating his capacity to navigate unfathomable adversity with compassion and resolve. In "Leadership," Giuliani consolidates his experiences, elucidating on the principles of effective leadership drawn from decades of navigating complex challenges and making pivotal decisions.

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Chapter 1 Summary: September 11,2001

This chapter vividly recounts the harrowing experiences and decisions of the author, likely then-mayor Rudy Giuliani, on September 11, 2001, in New York City. The narrative starts on a clear summer morning, with the author at the Peninsula Hotel with friends, discussing political aspirations when news of the attack on the World Trade Center breaks. Initially informed of a plane hitting the towers, it's believed to be an accident involving a small aircraft, but the reality quickly unfolds into a monumental crisis.

As mayor, the author's immediate objective is to personally assess the situation, a practice he adopted from a detective mentor, Carl Bogan, who emphasized the importance of firsthand observations in crisis management. Little did they know that the city had actually been underprepared despite extensive practice for emergencies like public health crises and natural disasters. While en route to their command center at 7 World Trade Center—a state-of-the-art facility established precisely for such emergencies—they receive confirmation of a second plane hitting the South Tower, unmistakably identifying the act as terrorism.

As the situation escalates, communication proves challenging due to overloaded phone networks. With simultaneous efforts at triage in nearby hospitals, the realization of the emergency's scale strikes home. On site, the author sees the unthinkable: people jumping from the towers, underscoring



the desperation above the fiery impact zones. Emergency services set up command posts while efforts focus on securing clear communication lines vital for city-wide coordination, especially when cell service falters.

A critical decision is made to establish a new headquarters once it becomes clear that their current location is unsafe. Faced with the colossal task of orchestrating rescue operations within a city under siege, the author devises strategies for public communication and ensuring public safety, while friends and key officials rally to manage evacuations, medical responses, and security measures.

Besides tactical challenges, personal stories weave through the narrative. The author worries about friends and family amid the chaos, acknowledging his missing Chief of Staff's husband, a firefighter, likely in the towers, and the son of a close ally, also missing. Gratitude and relief mingle when some who were feared dead reappear, but grief follows the realization of confirmed losses, including cherished friends and heroic first responders.

Finally, the author reflects on the immense loss, damage, and the surreal nature of events, but also on the resilience needed to move forward. That night is spent in restless preparation, a reminder of the unyielding duty to lead and protect in the face of unprecedented tragedy. The day's events echo historical crises handled by great leaders, fortifying a collective resolve to rise, recover, and fight against the malicious forces that threaten their



community. In conclusion, it's a call to arms for resilience, strategic thinking, and unity in adversity.

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Chapter 2 Summary: First Things First

The chapter titled "First Things First" highlights the instrumental role of morning meetings in the effective governance of a complex system, as exemplified by the author's tenure as mayor. The narrative begins with a reflection on childhood lessons about prioritization and transitions to the practical application of these lessons through the decisive implementation of daily meetings with key staff members. The morning meeting serves as an essential mechanism for setting the agenda, ensuring clear communication, and fostering unity of voice among the administration's departments.

The importance of these meetings is underscored by the experiences of past administrations, where commissioners often acted independently and challenged budgetary policies. By instituting a consistent meeting routine, the author ensured that policy disputes were handled internally rather than through the media. The narrative provides insights into the structure and dynamics of these meetings, which included core staff such as deputy mayors and commissioners, with special participation during crises, as illustrated by the response to the West Nile virus and anthrax scares.

The narrative further reveals how these meetings adapted to the critical needs following the September 11 attacks, becoming central to coordinating response and recovery efforts. External experts and representatives from other agencies, like FEMA and utility companies, were incorporated to



handle the crisis effectively. The morning meeting is depicted as a tool for accountability and decision-making that kept the organization streamlined and responsive.

The chapter also touches on leadership philosophies, emphasizing the need for small, early victories to build confidence and momentum. The elimination of squeegee men and the strategic reduction of hotel taxes are highlighted as early successes that fostered public confidence and demonstrated a commitment to making New York City safer and more welcoming.

Further, the section "Set the Tone" reveals the author's dedication to starting each initiative by laying down a foundation of success, enabling significant transformations over time. Examples such as restoring car ferry services to Staten Island and upgrading office amenities in the Administration for Children's Services showcase how small achievements can signal a commitment to improvement, morale-boosting, and efficient management.

The concept of "Always Sweat the Small Stuff" underscores the necessity of attention to detail in effective leadership. The narrative demonstrates this through implementing the Broken Windows theory to tackle crime and disorder and meticulous logistical considerations during and after crises like September 11.



Underlying the chapter is a recurrent theme of accountability, communication, and the transformational power of incremental but carefully considered actions, setting the tone for decisive and strategic leadership.

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Chapter 3 Summary: Prepare Relentlessly

In Chapter 3 of the book—a chapter titled "Prepare Relentlessly"—the author emphasizes the critical importance of thorough preparation in any field, but particularly in law and leadership. To illustrate this point, the author introduces historical examples and personal experiences, offering a narrative richly interwoven with lessons learned from notable figures and pivotal events.

The chapter begins with a reflection on the wisdom of Judge J. Edward Lumbard, a former U.S. Attorney in the Southern District of New York, whose advice—"don't assume a damn thing"—resonated deeply with the author throughout his career. The principle underscored how errors, especially those made by otherwise competent lawyers, often arise from unwarranted assumptions about juries, opponents, or even clients. Through meticulous preparation, such assumptions can be eliminated, thereby reducing the room for error and significantly increasing the chances of success.

The author further reinforces this notion with an example from the 2000 presidential election, emphasizing his active role in campaigning for George W. Bush, despite personal health challenges. His involvement included various public speeches and rallies, particularly in the crucial battleground state of Florida. The election, marked by the narrowest of margins,

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highlighted the strategic significance of preparation, as the Bush campaign's ability to mobilize resources effectively demonstrated the distinction between winning and losing.

Continuing with personal anecdotes, the author recounts his own electoral journey for the position of New York City mayor. He describes how the transition period in 1993 required not only strategic organization but also an intricate understanding of the city's complex administrative framework. The author details the establishment of a self-designed "mayor school," wherein a series of educational seminars, led by city experts and advisors, facilitated an exhaustive study into municipal governance. This initiative exemplified how deliberate efforts to cultivate knowledge and preparedness can equip leaders to address an array of challenges.

The chapter also delves into the importance of visualization as a preparatory technique. The author shares insights from his prosecutorial days, citing a remarkable case against a Brooklyn congressman, which required exhaustive rehearsal of the cross-examination. Such visualization practices translate into his tenure as mayor, where simulations and trial runs prepared the city's administration for emergencies, underscoring the efficacy of proactive crisis management systems.

The chapter concludes with a vivid story of how a young campaign worker, Bruce Teitelbaum, exemplified the spirit of relentless preparation. His



meticulous attention to detail during campaign events demonstrated how fostering a culture of preparedness can lead to successful outcomes. The author underscores the value of embedding such dedication within organizational structures, thereby instilling preparedness as a fundamental aspect of effective leadership.

Overall, through real-life scenarios and strategic insights, Chapter 3 provides a comprehensive narrative that champions the indispensable role of preparation in achieving excellence, advocating for a leadership style rooted in foresight, diligence, and an unwavering attention to detail.

Section	Details
Concept of Relentless Preparation	Emphasizes the importance of thorough preparation in law and leadership, illustrated by historical examples and personal experiences.
Judge J. Edward Lombard's Influence	Highlights the motto "don't assume a damn thing," advocating against unwarranted assumptions and promoting meticulous preparation.
2000 Presidential Election	Illustrates strategic preparation during the Bush campaign, underscoring its impact on the narrow election victory, especially in Florida.
Electoral Journey to NYC Mayoral Position	Details educational seminars ("mayor school") designed to cultivate knowledge about municipal governance and administration.
Visualization Technique	Describes visualization and rehearsals as crucial preparatory techniques, vital in legal cases and for crisis management in city governance.

Section	Details
Bruce Teitelbaum's Campaign Efforts	Portrays Bruce Teitelbaum's attention to detail during campaign events, demonstrating how a culture of preparedness leads to success.
Conclusion	Advocates for a leadership style rooted in foresight, diligence, and detail, reinforcing preparation as essential to achieving excellence.

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Critical Thinking

Key Point: Prepare Relentlessly

Critical Interpretation: Imagine walking into any situation with the confidence of knowing that no stone has been left unturned and no detail overlooked—all because you prepared relentlessly. This isn't about merely doing your homework; it's about deeply immersing yourself in every aspect of your endeavors. Chapter 3 of 'Leadership' highlights the transformative power of preparation, urging you to dive into tasks with vigor, whether it's for a presentation, a business meeting, or even personal projects. By embracing a mindset that anticipates challenges and devises robust plans beforehand, you set yourself up not just to compete but to excel. This philosophy of preparation is the very fabric of successful leadership and can inspire a life where every challenge becomes an opportunity to shine.

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Chapter 4: Everyone's Accountable, All of the Time

Chapter Summary: Accountability and Management in Public Service

This chapter, titled "Everyone's Accountable, All of the Time," underscores the author's leadership philosophy of accountability as the cornerstone of effective governance. The author, having served in a leadership position at City Hall, espouses a personal motto: "I'M RESPONSIBLE," which he aimed to instill across the administration. He believes that this principle is crucial for public servants, who must be answerable to the citizens they serve.

The chapter highlights the reciprocal nature of the social contract, emphasizing the privileges and obligations associated with government work. For instance, the author organized town hall meetings across different boroughs, where he and his administration, including commissioners and deputies, were directly accessible to the public for queries and complaints. This approach aimed to address community issues, like noise complaints from nightclubs, directly and efficiently, reinforcing the message that the government can indeed solve problems.

The author argues that leaders must lead by example in accountability, as

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this establishes a culture of responsibility across any organization, particularly in government. Unlike the private sector, where profit is the ultimate goal, government operations involve managing public funds. There is a temptation for government officials to lazily cover financial shortfalls through increased taxes, which can drive residents and businesses away. Hence, accountability in government is vital to prevent this and fraud, which often entails misuse of others' money.

To combat systemic issues, the author sought to introduce accountability through Compstat, a management tool used to monitor and reduce crime in New York City. Under his tenure, along with Police Commissioner Bill Bratton and others, the Compstat system was introduced, revolutionizing police operations. This system provided daily crime statistics, enabling real-time pattern detection and resource allocation based on data, fostering accountability within the police force. Compstat led to significant reductions in crime rates in New York City during the author's term, despite skepticism from some parts of the media.

The success of Compstat prompted the author to apply similar accountability systems, like TEAMS in the Department of Correction, to other city agencies. Innovations in prison management, such as enforcing accountability amongst inmates and staff, significantly reduced violence and improved conditions.



The author introduces the Citywide Accountability Program (CAP) to embed this accountability model across city agencies. This initiative required agencies to establish performance indicators and regularly collect data for evaluation. Public transparency was emphasized by placing these indicators online, thereby facilitating public accountability.

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Chapter 5 Summary: Surround Yourself with Great People

The chapter "Surround Yourself with Great People" emphasizes the importance of assembling a strong team and showcases leadership through the author's experiences, particularly around the events of September 11. The central thesis is that surrounding oneself with excellent individuals enhances overall performance and helps navigate unprecedented challenges. The author reflects on managing the aftermath of 9/11, highlighting the team's competence and determination in leading recovery efforts, such as managing logistics and clearing blocked paths, effectively reassuring the public that the city could rebuild and thrive.

The narrative delves into the author's career history, detailing the hiring practices developed over the years. As U.S. Attorney, the author prioritized hiring the best candidates, regardless of political affiliations, ensuring the team could execute the administration's vision. This approach extended into business practices as well, emphasizing meritocracy over nepotism.

The chapter outlines strategies for analyzing strengths and weaknesses, both personally and in team members. The goal is to create a balanced unit where individual weaknesses are mitigated by others' strengths, fostering an environment of robust support and diverse perspectives. This theme is illustrated through the selection of key city officials, like the Budget

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Director, ensuring they shared the author's economic vision while possessing contrasting expertise in municipal finances.

One of the most complex decisions highlighted was the appointment of the New York Police Commissioner. This decision weighed heavily due to its implications on the massive NYPD and because the choice had to be made between two strong candidates, Joe Dunne and Bernie Kerik. After extensive consideration and consultation, Bernie Kerik was chosen for his innovative approach and ability to connect with the rank-and-file officers.

The chapter also explores how sports strategies, particularly teamwork and resilience, influence leadership styles. The author exemplifies how high-performing sports teams necessitate strong support systems and psychological conditioning, drawing parallels to how setbacks in a political or administrative career can be overcome through persistence, akin to a baseball player's batting struggles.

The author shares insights on managing high achievers, emphasizing the need for continuous challenges to prevent complacency. By cultivating an environment rich in responsibility and motivation, the staff feels valued and part of a meaningful mission. This principle extends beyond public service, as demonstrated through stories from the author's private sector experience, where rigid work environments stifle creativity and fulfillment.

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In terms of recruitment, the author advocates for looking beyond traditional résumés, appreciating grit, life experience, and the willingness to prove oneself. This philosophy is illustrated through examples of successful hires like Bernie Kerik and Bill Simon, who, despite unconventional backgrounds, demonstrated significant contributions and potential.

The narrative rounds off by addressing the necessity of motivation within a team, acknowledging that even the best employees require encouragement to maintain high performance. The chapter concludes by explaining how recognizing and rewarding accomplishments fosters a sense of pride and ownership among team members, ultimately benefiting the larger organization.

In essence, the chapter is a treatise on leadership and team-building, advocating for a merit-based approach to hiring, fostering a culture of shared mission and continuous improvement, and leveraging diverse strengths to overcome challenges and achieve exceptional outcomes.

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Chapter 6 Summary: Reflect, Then Decide

In the chapters summarized, the narrative explores the intricate dynamics of decision-making in leadership, as illustrated through various experiences of a prominent political figure, likely a former mayor of New York City.

Decision-Making in Leadership: The text underscores the pivotal role of making informed and timely decisions as a leader. Decision-making does not solely rely on logic but also on the timing of decisions. The author emphasizes a disciplined approach to decision-making, taking the necessary time to gather information and evaluate potential outcomes before arriving at a conclusion. However, it is also acknowledged that decisions often need to be made under pressure and with limited information.

Case Study: Morning Meetings: The author details how morning meetings with top staff facilitated quicker decision-making. By creating a routine where issues were promptly addressed, avoidance and procrastination were minimized. This atmosphere of open discussion encouraged the author's deputies to adopt similar practices in their respective departments.

Public Communication and Collegial Management: The narrative touches on the importance of direct public communication as a leader, especially in government roles. Contrary to criticisms of running a one-man



show, the author argues that decisions were made collectively in a structured, committee-like administration where all viewpoints were considered before finalizing any decision.

New York City Parks Initiative The text highlights a project focused on the improvement of New York City's parks, illustrating the benefits of well-maintained public spaces on community life. This includes acquiring new parklands and enhancing existing ones, such as the Hudson River Park and Brooklyn Bridge Park. Even in contentious situations, such as deciding on urgent renovations, the author insists on gathering and evaluating all opinions before taking decisive action.

Political Endorsements and Decision-Making: The narrative recounts the political decision-making faced during the 1999 Republican presidential nomination. Despite personal connections to both candidates, John McCain and George W. Bush, the author decided to support Bush, believing he had a better chance of winning the general election against Al Gore. This decision also reflects the tension between personal loyalty and strategic political judgments.

Battling Cancer and Personal Decisions: The text delves into a highly personal decision-making process upon being diagnosed with prostate cancer in the spring of 2000. Balancing health with a potential Senate campaign becomes a focal point, exploring treatment options such as



surgery, radiation, and hormone therapy. Ultimately, prioritizing personal health leads to the decision to withdraw from the Senate race. This period of illness also underscores the supportive role of close family and friends in decision-making.

Creative Tension and Debate The author values debates and diverse opinions within the decision-making process. This is exemplified by heated discussions among staff regarding traffic management post-9/11, where various viewpoints contributed to finding a balanced solution to Lower Manhattan's traffic crisis.

Listening and Revising Decisions: Illustrating the importance of reevaluating positions, the narrative describes how initial budget cuts to the Division of AIDS Services were reversed after a convincing argument presented by Deputy Mayor Fran Reiter, underscoring the need to hear people out and remain open to changing decisions based on new information.

Overall, the chapters portray a seasoned leader navigating complex decisions in public office, emphasizing both strategic foresight and adaptability while balancing personal convictions with professional responsibilities.



Critical Thinking

Key Point: Creative Tension and Debate

Critical Interpretation: The concept of encouraging creative tension and debate in decision-making can be transformative in your life. By embracing diverse perspectives and fostering open discussions, you create an environment where new ideas can flourish and old assumptions can be challenged. Imagine bringing together people with different viewpoints to tackle a complex issue. The ensuing debate can uncover innovative solutions that might not have emerged in a more homogeneous setting. This approach not only sharpens your decision-making skills but also cultivates a culture of inclusivity and collaboration. Embrace the power of creative tension and witness how it fosters growth, both personally and professionally.

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Chapter 7 Summary: Underpromise and Overdeliver

This chapter focuses on the importance of managing expectations, both in sports and leadership, by exploring the concept of "underpromising and overdelivering." It begins by discussing the 1998 New York Yankees, who experienced a stellar year with a record number of wins despite a challenging start and unexpected setbacks, such as Darryl Strawberry's cancer diagnosis. The chapter speculates on the outcome if manager Joe Torre had predicted an even more successful season the following year, highlighting the dangers of raising expectations excessively.

The chapter then compares this idea to practices in Wall Street, where businesses manipulate earnings guidance to beat analysts' expectations. This approach can backfire when investors wise up to the strategy, showing that managing expectations is crucial for maintaining credibility.

The author shares personal experiences, explaining how he applied this principle when he served as the Mayor of New York City. He often underestimated revenue forecasts for the city to promote frugality and avoid the pitfalls of overspending based on overoptimistic projections. The concept also helped the city handle unexpected events, such as the September 11 attacks, as his cautious budget estimates prevented financial turmoil.



In professional sports, managing expectations is equally vital, as demonstrated by Yankees' players Jason Giambi and Robin Ventura, whose early performances were scrutinized differently based on fan expectations. Giambi, with high expectations, faced criticism, whereas Ventura exceeded expectations and was celebrated.

The author emphasizes the strategic benefits of delaying announcements of initiatives until they yield results, likening it to trial runs in theater before the Broadway debut. This strategy, applied to various city programs, including welfare reform and crime reduction, enabled the author to demonstrate efficacy before publicizing efforts. The narrative highlights how welfare reforms reduced dependency, instilling a strong work ethic and cutting welfare rolls significantly.

Furthermore, the text reflects on the risks tied to announcing ambitious goals prematurely. It covers anecdotes from the author's mayoral campaigns, underscoring the pitfalls of setting explicit numerical goals that, if unmet, could overshadow notable achievements. For example, overly optimistic predictions by aides, such as the pollster Frank Luntz during the author's reelection campaign, posed potential drawbacks.

Finally, the chapter underscores the significance of making promises only when the results are assured, warning against the human tendency to inflate expectations. It draws to a close with an analogy about the Atlanta Braves,



whose premature declaration as the "Team of the 90s" backfired when they failed to secure more championships, cementing the concluding lesson to promise only upon certainty.

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Critical Thinking

Key Point: Managing Expectations by Underpromising and Overdelivering

Critical Interpretation: Incorporating the principle of underpromising and overdelivering into your life could serve as a powerful catalyst for success. Imagine setting realistic expectations for yourself, whether it's in your career, personal goals, or daily activities. When you consistently exceed these expectations, you instill confidence and trust in those around you, much like the remarkable winning strategy of the 1998 New York Yankees. By consciously opting to foresee reasonable outcomes, you not only prepare for potential setbacks but also carve a path for unexpected triumphs that elevate your credibility and reputation. As you embody this approach, you find yourself equipped to handle life's uncertain moments with poise, ensuring steady growth amidst the unpredictable nature of everyday life.



Chapter 8: Develop and Communicate Strong Beliefs

The chapter "Develop and Communicate Strong Beliefs" centers on the core tenet of leadership, emphasizing the criticality of steadfast ideologies and effective communication. It opens with the assertion that great leaders prioritize ideas, crafting a worldview that guides their actions and decisions. It notes the inherent risks in modern American politics, where voicing strong beliefs can expose leaders to failure or public dissent. However, leadership is not about flawless execution or universal agreement but about conviction and clarity of direction.

The author advocates for politicians who have achievements outside politics, stressing that lifelong politicians may lose critical and creative thinking. The chapter outlines a three-step process: developing beliefs, communicating them, and then acting on them, with a deeper exploration of the first two steps in this section.

The narrative shifts to the personal development of beliefs, detailing the author's early life aspirations of entering medicine or the priesthood, inspired by a desire to serve a greater cause. Parental influences, discussions with mentors like Brother Kevin and friend Alan Placa, and various life experiences shaped this calling. The author recounts how the realities of life,



including an unexplored interest in the opposite sex and disillusionment with the mechanical aspects of surgery, led to a shift towards law—a field where debate and philosophical inquiry could flourish.

The theme of developing beliefs is illustrated through the author's journey in education, law, and historical understanding, emphasizing Western civilization's contributions to political and economic freedoms rooted in the dignity of individuals. Legal studies illuminated the philosophical richness of law, aligning with democratic ideals and the moral struggles highlighted by figures like Martin Luther King Jr., underscoring that democracy's invention is an evolving testament to these foundational beliefs.

The narrative explores leadership application as a mayor, focusing on reforming New York City's education and healthcare systems. The mayoral vision drove towards aligning these institutions' core missions with their fundamental purposes—education and healthcare—rather than employment protection. Attempting to enact structural changes and merit-based systems, the author acknowledges partial successes and struggles against entrenched practices.

The chapter progresses into the challenges of breaking outdated views on policing in New York City, where outdated community policing models failed to address actual crime rates effectively. Utilizing Compstat data-driven methods, the author introduces a shift towards deploying

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resources based on objective needs rather than fixed perceptions—demonstrating the value of evolving beliefs through evidence-based practices.

The author's political evolution from Democrat to Republican is detailed, highlighting internal conflict and conviction-driven change. This shift reflects a growing alignment with Republican principles of government transparency and effective resource utilization while disillusioned with Democratic obligations to special interest groups.

Communicating strong beliefs extends beyond mere articulation; it requires resonance and clarity in explanations. The author cites post-9/11 speeches at the United Nations as pivotal moments in clearly expressing American values against terrorism. Each communication, whether in a crisis or regular discourse, integrated fundamental principles, ensuring that the intended audience, be it global leaders or city residents, understood both the emotional and ideological standpoints presented.

The chapter offers practical insights into communication techniques, recounting lessons from political campaigns and public speaking improvements. Encouraging direct, unscripted dialogue, the author underlines that real connection stems from heartfelt expression rather than rehearsed rhetoric. Utilizing real-life scenarios, additional emphasis is placed on understanding audience perspectives and tailoring messages without



watering down core beliefs.

Ultimately, the chapter stresses the significance of linguistic choices and word power. Through examples like the term "voucher" in education policy and the controversy around "Mafia," the author shows how reclaiming

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Chapter 9 Summary: Be Your Own Man

Summary of "Be Your Own Man"

The chapter "Be Your Own Man" unfolds through the experiences of a federal prosecutor turned politician, emphasizing the complexities and dichotomies between the fields of law enforcement and elective politics. The narrator reflects on their time as a federal prosecutor and Justice Department official, noting that anger from various nefarious individuals — from white-collar criminals to corrupt politicians — often indicated they were doing a good job. In such roles, it wasn't about popularity but steadfast integrity and pursuit of justice against tough cases and sympathetic defendants.

This theme of unwavering integrity continues as the author transitions into a discussion about leadership, underscoring that a leader's primary duty is to act on judgment, character, and intelligence, not on pliable popularity metrics. This ethos extends from a lesson imbibed from the author's father, emphasizing the importance of being your own man and never feeling compelled to sacrifice one's principles. This principle is woven into a personal anecdote about supporting the New York Yankees despite growing up near Ebbets Field, illustrating the deep-rooted nature of personal convictions.

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The narrative segues into the practical embodiment of these leadership principles, particularly setting an example for others. The author recounts their time as the mayor of New York City, detailing an unwavering commitment to confronting corruption through the city's Department of Investigation. Emphasizing personal integrity, there are anecdotes about refusing even minor gifts from restaurateurs and incidents demonstrating personal financial rectitude. The author asserts the criticality of setting high standards for oneself as a way to inspire and lead others effectively. Case in point, during personal illness, the author's commitment to work persisted, demonstrating resilience and dedication.

An anecdote about the mayor's staff, particularly Peter Powers and Joe Lhota, underscores the motivational aspect of a leader who works harder than he demands of others. Here, the call is not for superhuman endurance but to inspire through dedication and mutual respect. The author also stresses that effective leadership involves getting into the trenches with colleagues, retaining a hands-on approach, and not detaching from the ground realities to focus solely on the larger picture.

The chapter continues with detailed accounts from the author's career as the U.S. Attorney for the Southern District of New York. A particularly pivotal moment described is the shift from overseeing the Commission case, a major prosecution of organized crime families, to the Parking Violations Bureau

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(PVB) scandal, underscoring the necessity of strategic sacrifice and trust in one's team. The decision to transfer trials, personally engage in high-profile cases, and making hard choices illustrates robust leadership in action — focusing resources and handling pressure with optimal decision-making.

Reflections on running for mayor, spurred by the challenges and experiences at the PVB trial, segue into the importance of aligning one's work with core values. Encounters with media and public perception further reinforce the need for leaders to defy expectations and focus on principles. This section enlightens readers on the importance of making tough decisions that may not always be popular but remain true to one's beliefs.

Ultimately, the chapter is a robust manifesto for leadership grounded in authenticity, illustrating through personal anecdotes, trials, and insightful commentary that the essence of being a leader is to "Be Your Own Man." It elaborates on the intersection of personal convictions, professional duties, and the courage to maintain integrity despite external pressures.

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Critical Thinking

Key Point: Be Your Own Man - Unwavering Integrity

Critical Interpretation: In embracing the ethos of 'Be Your Own Man,' you are inspired to weave unwavering integrity into every chapter of your personal and professional life. This key principle demands that you remain true to your core values, even when the world pressures you to conform or when the decisions you face are unpopular. Just like the author, draw strength from personal convictions, allowing them to guide your actions and decisions. This unyielding adherence to your principles serves not only as a bedrock for your own character but also as a beacon of reliability for those around you. By being steadfastly authentic and deriving strength from your internal compass, you inspire others to also cherish and exhibit integrity, adding genuine value to the fabric of your leadership and life.

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Chapter 10 Summary: Loyalty: The Vital Virtue

In "Loyalty: The Vital Virtue," Rudy Giuliani reflects on his time as a law clerk for Federal Judge Lloyd MacMahon in 1968, during his final semester at New York University Law School. Faced with multiple job offers, Giuliani was advised by his professor, Irving Younger, to accept MacMahon's offer immediately, stressing the judge's potential to significantly shape Giuliani's future as a trial lawyer.

This chapter delves into Giuliani's experiences and lessons learned during his clerkship with Judge MacMahon, emphasizing loyalty, hard work, and the pivotal skills vital for a trial lawyer. Despite MacMahon's exacting standards and reputation as a demanding boss, Giuliani cherished the opportunity to learn under a judge admired for his dedication to justice, extraordinary organizational skills, and commitment to teaching. The young clerks, including Giuliani and his senior Paul Crotty, were given firsthand exposure to all aspects of the trial process, gaining insights far beyond mere legal research.

MacMahon's teaching approach included engaging his clerks in detailed discussions about cases spanning diverse areas of law, as well as encouraging them to think logically and concisely. He impressed upon them the importance of simplicity in communicating arguments, a skill crucial for persuading judges or juries.



Giuliani's reflections capture how MacMahon's leadership style fostered a sense of loyalty and belief among his clerks, inspiring them to pursue their potential. MacMahon ensured that even in moments of difficulty or vulnerability, those who worked for him knew they had his unwavering support—an attribute that deeply influenced Giuliani's own leadership philosophy.

The chapter transitions to explore how Giuliani applied these lessons of loyalty throughout his career, from his time at the Justice Department to his years as Mayor of New York City. He highlights the importance of standing by individuals under unfair attack while maintaining organizational morale and performance integrity. This applied not only to staff like Jason Turner, whose welfare reform initiatives faced unwarranted criticisms, but also to maintaining fair practices in complex legal contexts, as seen in Giuliani's legal defense of Barron's magazine amid baseless allegations.

Giuliani's veneration of MacMahon's ideals crystallizes in his resolve to shield employees from hostile political and social climates, a principle he held staunchly as Mayor—whether in supporting New York's emergency responders post-9/11 or confronting unwarranted City Council hostility toward loyal commissioners.

Ultimately, Judge MacMahon's impact on Giuliani extended beyond



traditional mentorship, instilling foundational values in leadership anchored by loyalty, accountability, and commitment to public service. Through a narrative woven with anecdotes of challenge and growth, Giuliani attributes his ability to navigate complexities in law and governance to the vital virtues honed under MacMahon's tutelage.

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Chapter 11 Summary: Weddings Discretionary, Funerals Mandatory

In this chapter, we delve into the story of Chief Raymond Downey, a revered figure within the New York Fire Department. As the leader of the Special Operations Command, Downey played a pivotal role in numerous rescue efforts, earning a reputation as a national authority on rescue response and preventive planning. His illustrious career included heading operations during major disasters like the 1993 World Trade Center bombing and the Oklahoma City bombing. Despite his accolades, Chief Downey valued family above all, as evidenced by his close-knit family deeply rooted in firefighting—a legacy carried on by his sons.

The narrative paints a portrait of Chief Downey not only as a professional hero but also as a family man supported by an enduring partnership with his wife, Rosalie. Their bond endured through long separations caused by Ray's demanding job. Tragically, Chief Downey lost his life on September 11, 2001, during the World Trade Center attacks, exemplifying the ultimate sacrifice in the line of duty.

The chapter reflects on the importance of acknowledging the contributions of heroes like Downey while they are still alive, rather than waiting for a funeral to express admiration and respect. This notion catalyzed a celebratory event held in his honor a few weeks before his death,



underscoring the need for timely recognition.

The narrative transitions to a broader theme of the chapter—prioritizing the difficult moments in life, such as funerals, over joyous events like weddings. This ethos influenced Giuliani throughout his career, as he believed showing up during people's toughest times demonstrated true leadership. Whether comforting families after tragedies like the TWA Flight 800 explosion or attending funerals for city workers who died in service, he held steadfast to the lesson learned from his father: funerals are mandatory.

The chapter culminates in the aftermath of the September 11 tragedy. With the enormous task of commemorating the lives lost and simultaneously addressing ongoing city needs, Giuliani emphasizes the importance of memorializing the fallen heroes appropriately. He led efforts to ensure that each family received acknowledgment, even in the face of overwhelming numbers. The citywide prayer service at Yankee Stadium symbolized solidarity and reverence for those lost, reinforcing the necessity of communal support in the face of adversity.

Throughout, the chapter serves as a testament to the significance of presence and empathy in leadership. It reflects on personal and collective responsibility in times of crisis and highlights the indelible impact of compassionate actions on those left behind.

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Chapter 12: Stand Up to Bullies

The chapter "Stand Up to Bullies" explores both personal anecdotes and leadership principles centered around confronting intimidation and unfairness. The narrative begins with the author's early lessons in boxing from his father, who emphasized the importance of staying calm in turbulent situations—a strategy that proves advantageous when dealing with bullies. This lesson is brought to life through a childhood memory where the author, motivated by his Uncle Willie, stands up to a playground bully named Albert. Despite his initial reluctance, he uses his boxing skills to defend himself, illustrating the benefit of remaining composed under pressure. This experience taught him that confronting bullies can change perceptions and outcomes.

Transitioning from personal recollections to broader themes, the author elaborates on how standing up to bullies has informed his leadership style, particularly in his roles as a prosecutor and mayor. He notes his strong disdain for predatory behavior, whether exemplified by organized crime or corrupt public officials, and how it motivated him to take decisive actions. For instance, he was uncompromising in his stance against the Mafia and government corruption during his tenure.

In a telling example of this attitude applied to public office, the author recounts his efforts to make United Nations diplomats accountable for



parking violations in New York City—a seemingly small but symbolically significant issue of enforcing the rule of law and ensuring that even powerful individuals are subject to the same rules as ordinary citizens.

The chapter also presents instances where standing firm was crucial in labor relations, such as when the Legal Aid Society lawyers went on strike or when the Metropolitan Transit Authority workers threatened a strike before a New Year's celebration. These stories illustrate his strategy of not yielding to pressure and ensuring that contracts and ethical responsibilities are upheld.

Further extending the narrative into broader policy implications, the "Broken Windows" theory—a concept that minor infractions, if unaddressed, could lead to greater disorder—is applied to international relations, with the assertion that rule adherence in small matters could signify respect for broader legal frameworks.

This principle of not overreaching extends to corporate settings, illustrated by the downfall of companies like Enron when they exceeded the "pig factor"—a metaphor for taking excessive advantage of a situation.

Through poignant anecdotes and reflections, the chapter asserts that standing up to bullies, whether they be individuals or institutions, requires planning and resolve. By handling these situations promptly and effectively, future conflict can be minimized. Ultimately, these experiences reinforce the



author's belief in clear communication, adherence to ethical standards, and the importance of having a strategic plan when confronting opposition.

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Chapter 13 Summary: Study.Read. Learn Independently

In Rudy Giuliani's memoir, he reflects on the significant influences that shaped his approach to learning and leadership. Central to this is his mother, Helen Giuliani, whose love for teaching and history significantly impacted Rudy's educational journey. Although she couldn't pursue a formal teaching career due to the Great Depression, she turned her son into her special student. She instilled in him a strong belief in the value of understanding history and the transformative power of reading. Books became a portal for Rudy, fueling an insatiable curiosity and a joy for independent learning.

This foundation of self-education permeated his approach to various aspects of life, including his unexpected interest in golf sparked by his son's enthusiasm. Initially reluctant, a newfound understanding of the game's enjoyment rather than its strict rules changed his perspective. This experience underscored the importance of making learning a personal journey. It extended to other hobbies and his professional ventures, where Giuliani emphasized teaching oneself first to find unique solutions and pursue passions thoroughly.

This self-reliant learning ethos was evident in his approach to different challenges throughout his career. As a leader, Giuliani believed that acquiring substantial knowledge was crucial, even when surrounded by experts. By studying independently, whether about law enforcement, cancer,

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or coal industry dynamics, he empowered himself to make informed decisions and critically evaluate expert advice. This strategy also helped him develop innovative solutions when traditional approaches failed.

One poignant example of this was his advocacy for DNA analysis in law enforcement, which revolutionized crime-solving techniques during his tenure as New York City's mayor. His understanding of DNA's potential was rooted in avid reading and continued learning, enabling him to implement effective strategies against crime, ultimately leading to significant breakthroughs in notorious cases.

The narrative continues through his reflections during the aftermath of September 11, 2001. Giuliani looked to historical figures like Winston Churchill for guidance. Reading Churchill's works and studying his leadership during World War II gave Giuliani solace and inspiration during New York City's darkest hours. Churchill's resilience and ability to inspire a nation deeply resonated with him as he navigated the challenges of leading a city under siege.

In essence, the memoir reveals Giuliani's lifelong commitment to learning independently and deeply, driven by a belief that understanding and knowledge unlock the potential for change and innovation. Whether in personal hobbies or professional responsibilities, this approach empowered him to become a more effective leader, capable of facing the most daunting



of challenges with confidence and optimism.

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Chapter 14 Summary: Organize Around a Purpose

The chapter "Organize Around a Purpose" chronicles the tragic story of Elisa Izquierdo, a young girl born to troubled circumstances but described as a delightful child. Despite attempts by her father and community to protect and nurture her, systemic failures in child welfare resulted in her abuse and eventual death at the hands of her mother and stepfather. This heartbreaking narrative becomes a catalyst for rethinking and reforming New York City's approach to child welfare.

Following Elisa's death, the author, a former city official, reflects on how the Child Welfare Administration (CWA) failed Elisa despite multiple interactions, highlighting the agency's lack of dedicated focus on child safety. This becomes an impetus for restructuring, aiming for a more purposeful and efficient system.

Howard Wilson, former U.S. Attorney and trusted confidant, conducts a thorough investigation of the CWA, concluding that it should be reorganized as an independent agency, separate from New York's sprawling Human Resources Administration (HRA). The author embraces this recommendation, knowing that the new setup will firmly align with a single purpose—to protect children at risk.

The author recruits Nick Scopetta, a seasoned public servant with a

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personal history in foster care and child advocacy, to head the newly created Administration for Children's Services (ACS). Scoppetta's leadership is seen as critical, as effective management and passionate advocacy are deemed more impactful than mere structural changes. Under Scoppetta, the ACS undertakes significant improvements: staffing vacancies are filled, boundaries within the agency become clear, and policies are realigned with the mission of child protection. Consequently, adoption rates rise, foster care numbers drop, and child support collections increase.

Beyond child welfare, the chapter also discusses broader principles of organizational management the author applied throughout their career. Drawing from their experience as U.S. Attorney and mayor, the author stresses the importance of defining an organization's mission and structuring it to effectively achieve that mission. Examples from law enforcement are provided, such as utilizing the RICO statute to dismantle organized crime and orchestrating a civil campaign to financially cripple crime syndicates.

Moreover, the chapter touches on the integration of the Office of Emergency Management (OEM) in response to new types of hybrid emergencies. The OEM was conceptualized to create a cohesive, cross-agency response to large-scale disasters, emphasizing the need for a defined and well-structured approach in crisis management.

Finally, the narrative weaves in the author's vision for Ground Zero

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post-9/11, reinforcing the foundational theme of aligning form with purpose. By prioritizing commemorative objectives over immediate financial recovery, the author suggests a memorial that respects the site's historical and emotional significance, while also revitalizing the city's economy—a demonstration of purpose-driven leadership.

The chapter ultimately asserts that defining an organization's core purpose and having the right leadership are crucial to preventing tragedies like Elisa Izquierdo's and realizing effective governance, illustrating how thoughtful structure and passionate leadership can bring about meaningful change.

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Chapter 15 Summary: Bribe Only Those Who Will Stay Bribed

In this chapter, the author, who appears to be a leadership figure, discusses the importance of trust and integrity in leadership roles and provides insights from his experiences dealing with various individuals and political entities. He emphasizes a metaphorical approach to 'bribing,' which equates to making deals only with those who remain reliable and steadfast. The underlying message is that in positions of leadership, while engaging primarily with trusted individuals is ideal, one sometimes must interact with those less trustworthy. However, the key is ensuring that those interactions are based on clear, verifiable agreements; as Ronald Reagan famously said, "trust but verify."

The narrative then shifts to the author's time as a Republican mayor navigating the politically charged environment of a predominantly Democratic city. In this context, the author underscores the importance of building relationships with individuals across political lines, such as with Peter Vallone and Claire Shulman, prominent Democratic leaders. These relationships were marked by mutual respect and trust, allowing for cooperation despite ideological differences. The author notes a specific instance when collaboration was necessary to address power generation issues in New York City, highlighting the complexity of urban management and the need for honest relationships.



The narrative grows more personal as the author recounts a pivotal moment from his career. It involves managing a coal company, Aminex Resources Corporation, in Hazard, Kentucky, after it fell into receivership. Despite initial skepticism from locals and cultural differences, the author and his team built trust through transparency and communication, eventually turning the company around. This experience taught the author the value of working with trustworthy individuals who, despite divergent backgrounds, could keep their promises.

In another core example, the author narrates a contentious incident involving Yasser Arafat at a UN event in New York City, illustrating his stance on dealing with individuals he deems untrustworthy. The author, firmly against Arafat due to the latter's history of violence and broken promises, decides not to welcome him at the event, sparking international controversy. This incident encapsulates the author's philosophy of strict adherence to trust and accountability in dealings, reflecting his broader views on international diplomacy.

Throughout the chapter, the author extols the virtue of discernment in making deals, particularly stressing the necessity of negotiating with parties who exemplify honesty and adherence to their word. He advocates for clear, written agreements when dealing with potentially untrustworthy counterparts to avoid any loopholes or breaches. By examining various leadership



scenarios in politics and business, the author emphasizes that maintaining high standards of trust and responsibility ultimately elevates institutional integrity and effectiveness.

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Chapter 16: Recovery

In the aftermath of the September 11 attacks, the chapter "Recovery" captures the monumental effort spearheaded by Rudy Giuliani, the then-Mayor of New York City, as he navigated the city through its darkest hours. On the morning of September 12, Giuliani appeared on the Today show to reassure the nation that New York City was resilient and would emerge stronger. His leadership was marked by a dedication to overcoming challenges and setting an example of defiance against terrorism.

Operating amidst chaos, the Mayor and his team began their day with an 8 a.m. meeting, despite the difficult and cluttered roads of Lower Manhattan. With police escort, key city officials and Governor Pataki joined to tackle the myriad of challenges. Decisions were made swiftly, drawing comparisons to Judge MacMahon's relentless approach to his duties. The city braced for tragic losses, ordering 11,000 body bags, which highlighted the gravity of the situation.

Giuliani demonstrated empathy and decisive leadership by directly reaching out to business leaders whose firms were hit hard, like Cantor Fitzgerald and Morgan Stanley, which lost hundreds of employees. The preparedness and courage of individuals such as Colonel Richard C. Rescorla, Morgan Stanley's head of security, were highlighted as examples of heroism. Rescorla's meticulous evacuation drills saved thousands during the attacks,



although he perished in the process.

The chapter underscores the Mayor's transition from prosecutor to crisis manager, expecting unconventional attacks from the terrorists. The city's defensive posture was evident, with closed skies and heightened security provided by jet fighters.

Amidst the operational challenges, the chapter reflects on the city's emotional struggles. With thousands of lost lives, there was a stark realization that the anticipated influx of injured individuals to the hospitals never materialized. The tragic enormity of the situation set in as few survivors were found after the day of the attacks. Giuliani's decision to organize a multi-faith prayer service and a memorial service at Yankee Stadium for uniformed personnel underscored a commitment to honor the fallen and unite the city.

The logistical challenges extended to supporting the families of victims. The National Guard armory was transformed into an assistance center, where families sought information and solace. Rosemarie O'Keefe's leadership in the Community Assistance Unit helped navigate crises, emphasizing the need for more resources to handle the influx of grieving families.

Giuliani's narrative explores the difficulty of disseminating accurate information amidst false reports and incorrect data circulating online. Legal



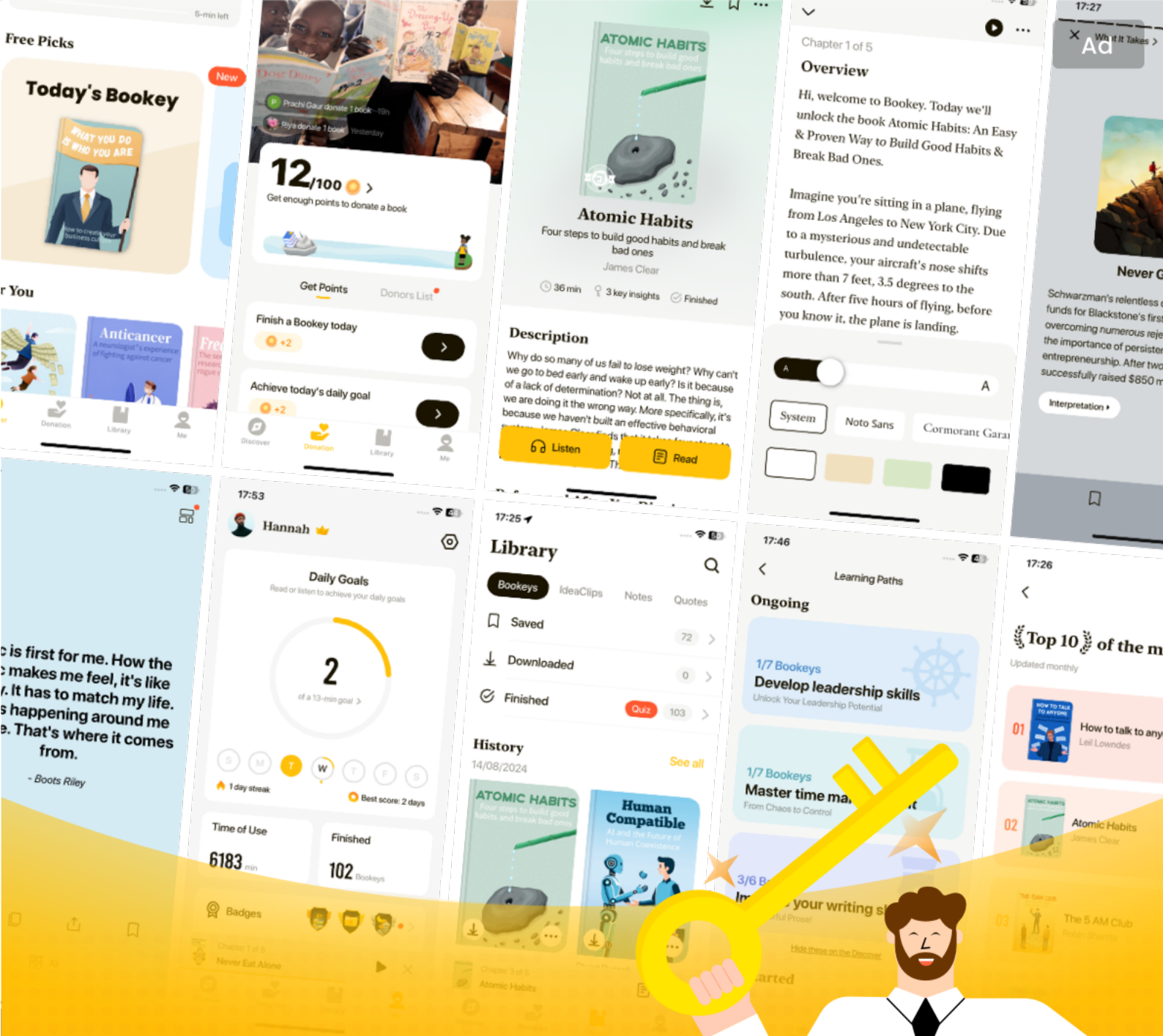
and ethical considerations were weighed in deciding how to release lists of the deceased and unidentified.

The chapter highlights FEMA's role, led by Joe Allbaugh, in coordinating the response, reflecting the unity across federal and local agencies. Giuliani

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