

# LEADERSHIP LESSONS WE CAN LEARN FROM NELSON MANDELA



BY JAMIE McINTYRE

THIS BOOK REPRESENTS THE AUTHORS VIEW WITHOUT ANY OFFICIAL CONNECTION TO NELSON MANDELA



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## **Introduction**

“We may have lost Nelson Mandela the man, but we will never lose Nelson “Madiba” Mandela, the inspiration. The world is saluting to one of the most appreciated and beloved statesmen of all times, in an attempt to catch a glimpse of his genius,” Gabriela Motroc wrote on December 9, 2013, the day of Nelson Mandela’s funeral.

For his country, he was Madiba or “Tata”, because to South Africa, he is the “father of the nation”. For the rest of the world he was a martyr who might not have died for a religious cause, but he fought for racial equality, peace and cooperation.

Mandela was an authentic leader, something his jailers soon realised. He possessed something rare and something all leaders should possess; a clearly defined and long-held goal coupled with the ability to unite warring and disparate factions and the added ability to trust people he chose for his team and to delegate to them.

He was not afraid, nor too proud to unite with former enemies using his exceptional people and negotiating skills and to forgive them if it would assist in achieving his goals.

Mandela refused to stay in power for too long and accepted the need to move on. A rare ability in many leaders who stay too long, often with dire consequences for themselves and their organisations.

Far too many ‘leaders’ lack the ability to see ‘the big picture’ and thus fail to grasp opportunities to further their cause, whether it be in business, government departments, not-for profits or politics. These same ‘leaders’ will often set out to destroy their enemies or opponents rather than making any attempt to find some common ground and unite with them. Mandela was brilliant at knowing his enemies and finding common ground, something I have expanded on in Chapter five of this book.

Throughout his life, Nelson Mandela received over 250 honors, including the 1993 Nobel Peace Prize, the Soviet Order of Lenin, the US Presidential Medal of Freedom and the Bharat Ratna.

He brought together the Elders, an independent group of global leaders who work to ensure the world is living in peace.

Mandela left an empty space in the hearts of the world's biggest leaders. According to BBC reports, UN Secretary General Ban Ki-moon, US President Barack Obama and F.W. de Klerk were amongst the first ones to reveal Mandela's unmatched nature.

There are many lessons we can learn from Nelson Mandela, the man who went to prison for 27 years for conspiracy to abolish the government, but they all start the same way: "He is the closest thing we have to a secular saint", says Anthony Sampson, the editor who helped Mandela write his autobiography "Long Walk To Freedom". Though according to Sampson, Mandela never accepted the label of saint and considered himself simply "a politician".

A true legend; having more than discharged his duty to his people and country, Mandela can rest in peace. He showed us how one person with humility, a dream and a connecting cause can magnify himself and inspire us all.

Nelson "Madiba" Mandela can take great pride in the legacy he leaves behind as it ripples, across the world and through future generations. He will continue to shine through his legend and the seven lessons he espoused, lessons I have expanded on in this book that CEOs and leaders can learn from a truly great man.

For readers who may not be familiar with me or my 21st Century Education companies, or the many other books I have written, I am the founder of a dozen companies turning over \$50 million annually in diverse fields such as education, finance, publishing and insurance.

I have written more than twenty books, targeted at people wishing to have a financial education and become financially independent, across a broad range of topics including property, finance, share trading, how to have a millionaire lifestyle and ways Australia could be improved.

A recent series of books covers business and life lessons that can be learnt from people such as Virgin entrepreneur Richard Branson, Apple founder Steve Jobs, legendary investor Warren Buffett, Facebook founder Mark Zuckerberg, real estate mogul and TV host (“you’re fired”) Donald Trump, weight lifter, actor and politician Arnold Schwarzenegger, and self-improvement guru Tony Robbins with more to follow.

I have hosted people such as Sir Richard Branson, Eddie McGuire, Randi Zuckerberg, Mark Bouris, Arnold Schwarzenegger and other leading entrepreneurs and investors at my annual 21st Century Financial Education Summits which attract upwards of 6500 people.

Jamie McIntyre, January 2014



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1.

# RESPECT, CONCERN, COMPASSION AND ACHIEVEMENTS

Of all the people I have met, Nelson Mandela was by far the greatest. I do not know anyone who could stand near to him. In the pages of history, there would be few who would stand as an equal.

**Malcolm Fraser,  
Prime Minister of Australia, 1975-1983**

"Justice, freedom, goodness and love have prevailed spectacularly in South Africa, and one man has embodied that struggle and its vindication," Nobel laureate Desmond Tutu, the first black Anglican archbishop of Cape Town, wrote following the end of apartheid rule in South Africa.

The man to whom he was referring was Nelson Mandela, the charismatic then president of South Africa, whose magnanimity and humanity in accommodating his apartheid-era tormentors to rebuild the racially divided country as a "Rainbow Nation" made him a revered figure around the world.

The essence of the anti-apartheid movement for five decades, Mandela was the first South African president to be elected in a poll that included all adults in the country. He served as president of the republic from 1994 to 1999, standing down after one term — in stark contrast with other leaders on the continent and beyond who seek to perpetuate their hold on power.

He had been the leader of Umkhonto we Sizwe (Spear of the Nation), the armed wing of the African National Congress, and was jailed by the white supremacist National Party regime for 27 years at a number of prisons, notably the notorious Robben Island.

Despite his long incarceration, Mandela not only forgave the apartheid regime but convinced his black followers to be equally forgiving. "When I walked out of prison [in 1990], that was my mission, to liberate the oppressed and the oppressor both," Mandela wrote at the end of his autobiography, *Long Walk to Freedom* (1994). "I have walked that long road to freedom."

### **Malcolm Fraser on Nelson Mandela**

A few days after Nelson Mandela's death in December 2013, Fairfax Media published this article written by Malcolm Fraser who was Prime Minister of Australia from 1975-1983.

“In the 1980s there was already a magnetism about Nelson Mandela. His name was known worldwide even though he had been in jail for 27 years. What kind of man could achieve that reputation from the barren Robben Island?

“I first met Mandela in Cape Town's Pollsmoor jail. I was with other members of the Commonwealth Group of Eminent Persons in 1986. He was a tall, spare man standing very straight with a steady eye. He was a person of natural grace and dignity.

“We had come to see him to talk about negotiations between the African National Congress and the government of P.W. Botha.

“He had some preliminary things to say, however. He looked at me and said, “Mr Fraser, is Donald Bradman still alive?” Later I was able to take a bat to Mandela, signed by Bradman, with the following notation: “To Nelson Mandela, in recognition of a great unfinished innings”.

“Mandela then turned to Lord Barber, who had been Britain's chancellor of the exchequer in Ted Heath's government some years before. He said, “Lord Barber, I read somewhere that Prime Minister Thatcher said she could do business with President Gorbachev. Would you please tell her it would be very much easier and far, far safer to do business with Nelson Mandela.”

“His sense of humour was always near the surface. For some time before our visit he had had access to newspapers and magazines, but we were talking to a person who had essentially been cut off from the world for the best part of 27 years.

“In winter it was bitterly cold. For warmth he had a blanket which, if you held it up to the light, you could see through. How could a man endure what he had endured without a sense of grievance or bitterness, without any sourness towards the world outside?

“He befriended his jailers, who came to respect him greatly. He had a sense of charity to everyone. He did not harbour grudges

about past injustices or wrongs, but was concerned only to find a way forward, how to build a better South Africa.

“While he could speak openly about his personal views, there were limits to what he would or would not say. The Freedom Charter which had been negotiated in 1955 was out of date, almost archaic in some of its provisions. As we spoke to many people throughout South Africa and asked why it had not been kept up to date, made relevant to changing circumstances, the answer was always the same: how can we without Nelson Mandela?

“When we asked Mandela what changes ought to be made, he said he could give only a personal view which might not be definitive because he would need to consult his colleagues. He had not had access to them in many a long year, but their views were very important to him. He had a very significant sense of due process and of respect for others.

“At that first visit he knew that changes were afoot. His very removal from Robben Island to Pollsmoor indicated that the government wanted him to be in better circumstances. They knew that to find a settlement they would need Mandela.

“It would have been so easy for somebody who had endured, as he had endured, to take the view that white South Africa should make restitution for the harm done for the past wrongs, for the great injustice inflicted upon the overwhelming majority.

“To Mandela such views were looking backwards. The past had to be washed out of their hair. All South Africans had to look forward and they could only do that if they were to create a South Africa in which one law applied to all.

“Was it realism that led him to this view, the knowledge of past mistakes? Or was it something innate, born in the very nature of the man that determined his attitude to other people? Perhaps both, but he knew what had to happen if South Africa was to find a way forward.

“His sense of forgiveness and of justice was immense. His sense of equity was absolute. For Mandela politics was a matter of high principle and of steadfast purpose. He did not need polls or focus groups. He knew what was right, he knew what had to be done. If it was a difficult issue, if it needed persuasion, he would argue the harder, marshal his point of view and win the day.

“He knew government was about the exercise of judgment, but judgment based on a basic respect for people who would understand if a good argument was put to them.

“When CARE Australia had three of its employees jailed during the war in Kosovo, Mandela was one of the first people to whom I appealed. Can you please lend your weight, your influence to assist in their release? He did not hesitate. I believe he knew what I stood for and the work CARE Australia was doing, and that was enough.

“How does one judge his place in history? Of all the people I have met, he was by far the greatest. I do not know anyone who could stand near to him. In the pages of history, there would be few who would stand as an equal.

“Respect, concern, compassion a belief in the best of our natures as human beings was central to the way Mandela approached every problem. He was central to the process of change in South Africa. He unified the disparate groups within South Africa. Even the tribal leaders, such as Chief Buthelezi of the Zulus, followed Mandela. Black South Africa was able to establish a unified position in negotiations with the government.

“President F.W. de Klerk had believed fervently in apartheid and sought to justify it on practical and philosophical grounds. It is a measure of de Klerk's practicality and acceptance of the need for change, but also of Mandela's greatness, that de Klerk came to believe that in a majority ruled South Africa there would be no retribution yet justice for all. Mandela was able to persuade de Klerk that white South Africans would have a legitimate place in the new

South Africa. That was essential to the peaceful change that occurred.

“Now South Africa grieves, as does the whole world. We need to remember his achievements and his essential character, which made those achievements possible. We can learn from his example. He leaves a legacy that all subsequent leaders should seek to emulate.”

### **Madiba, Black Pimpernel**

Rolihlahla Mandela was born on July 18, 1918, the 13th child of Gadla Henry Mphakanyiswa, the chief of the Eastern Cape village of Mvezo, who had four wives. He got his surname from his paternal grandfather, who was one of the sons of the king of the Thembo people, whose lineage goes back 20 generations. Rolihlahla means "to pull a branch of a tree", ironically, the colloquial translation is "troublemaker". His mother, Nosekeni Fanny, was his father's third wife.

When a British magistrate deposed the "uncooperative" Mphakanyiswa as chief, the family – deprived of their cattle and land – moved to another village, Qunu. There Mandela grew up as a typical village child. He helped to tend the family sheep and played "thinti", a game with sticks involving make-believe war. He lost face one day when an unruly donkey he was riding threw him into a thornbush.

His mother converted to Christianity and had him baptised in the Wesleyan (Methodist) Church.

The young Mandela was the first person in his family to attend school, where his teacher, Miss Mdingane, gave him the English name Nelson, which supplanted Rolihlahla.

Mandela's father died when he was nine years old and he was sent to live with Jogintaba Dalindyebo, the regent of the Thembu tribe at his traditional Great Place in nearby Mqhekezweni. Jogintaba was impressed by the young Mandela's intelligence and enrolled him in a one-room school next to the palace. After the boy



was circumcised at age 16, he sent him to Clarkebury boarding school.

Mandela recalls that on the first day there, he wore boots for the first time and "I walked like a newly shod horse".

In 1937, aged 19, Mandela progressed to Healdtown, a Wesleyan College at Fort Beaufort, where he was expected to aspire to be a "black Englishman". From there it was on to University College at Fort Hare, where he acted in a play about Abraham Lincoln, was captivated by the Gettysburg address, taught Bible classes on Sundays in neighbouring villages, and met "a serious young science scholar" named Oliver Tambo playing soccer. Later, in 1952, he and Tambo, also to become an ANC stalwart, established the country's first African law firm, in Johannesburg.

Departing Fort Hare without a cherished BA, Mandela began a defiant escapade – to escape an arranged marriage – against the wishes of his adoptive father, the regent Jogintabato, which took him to Johannesburg. There he landed a job as a clerk at a liberal Jewish legal firm and studied at night for a degree by correspondence.

He had to deal with various slights. On one occasion, he was dictating information to a white secretary when a white client entered the office. Embarrassed to be seen to be taking dictation from an African, she took money from her purse and asked Mandela to buy her shampoo from the chemist shop. He obliged.

At the end of 1942 Mandela gained a BA, began attending ANC meetings and in August 1943 marched for the first time in protest at rising bus fares from the black township of Alexandra.

Earlier that year he had enrolled at Witwatersrand University to take a degree in law and as the only black student at the time, met "both generosity and animosity". Even the law professor believed the calling was for neither women nor blacks.

However, Mandela made friends with several whites such as Joe Slovo and his future wife, Ruth, and Indians such as Ismail Meer, who would play important roles in the freedom struggle.

There was no single moment when he was radicalised, just "a steady accumulation of a thousand slights, a thousand indignities", Mandela said in *Long Walk to Freedom*.

Inspired by the Atlantic Charter of 1941, signed by US president Franklin Roosevelt and British prime minister Winston Churchill, which espoused a series of democratic ideals and the underlying dignity of every human, the ANC created its own charter. Called *African Claims*, it called for full citizenship for all Africans, the right (of blacks) to buy land, and the repeal of all discriminatory legislation.

One event that had a big impact on Mandela was a strike by 70,000 African mine workers in 1946 and the brutal treatment experienced by union leaders. A number of his relatives were mineworkers.

As his means improved as a lawyer Mandela was, according to his biographer, Sampson, seen as a dandy. "He seemed too flashy and vain, with his immaculate suits and his wide smile" — and he drove a huge Oldsmobile.

Perhaps crucially, he was "underestimated" as a political firebrand. He had taken up boxing to keep fit and was not without talent, and his militancy within the ANC ensured a quick rise through the ranks. By the end of 1952 he became one of four deputy presidents of the movement.

Along the way he was courted to join the underground Communist Party but, as he put it, "I was quite religious and the party's antipathy to religion put me off."

Also, while he saw the struggle in South Africa as "purely racial", the communists saw the problems, "through the lens of a class struggle, a matter of the haves oppressing the have-nots".

He gradually became more accommodating of communists, many of whom were friends and fellow activist in the ANC. To deflect criticism on the subject, Mandela once said: "The cynical have always suggested that the communists were using us. But who

is to say that we were not using them?" However, in light of the historic modus operandi of communist parties worldwide, it would not be unreasonable to suggest his reverse theory was, at best, wishful thinking.

At the height of the "defiance campaign" in July 1952, Mandela and 21 others were arrested under the Suppression of Communism Act that was used by the Afrikaner-led Nationalists as a wide dragnet to scoop up all and sundry who opposed their repressive laws.

In December that year Judge Rumpff found all 21 guilty of what he carefully termed "statutory communism", for which they were sentenced to nine months' hard labour.

However, he suspended the sentences for two years — a rare liberal judicial nod perhaps, in those times, to the trumped-up nature of the charges and flimsy evidence, especially against those such as Mandela who were not members of the party.)

Some detractors seemingly resent the almost saintly acclaim accorded Mandela, who was known to his people by his Xhosa clan name, Madiba. They contend that he should not be put on the same pedestal as other civil rights leaders such as Mahatma Gandhi and the Reverend Martin Luther King jnr. Their argument is that while Gandhi and King always preached non-violence, Mandela adopted violence as a means to an end and led the armed struggle against white African rule.

According to Mandela's official biographer Anthony Sampson, a British journalist who knew Mandela since 1951, and who visited and reported from South Africa for decades, the path to armed struggle was paved by the brutality of the white regime and its long unwillingness to compromise on any of the ANC's demands based on universal franchise and other basic components of a democratic society.

For his part, Mandela gave clear notice that he would never yield on his principles when he said at his trial that his was, "A cause I have lived for, and for which I am prepared to die".

Mandela, who trained as a lawyer and completed his articles in 1951, played a leading role in galvanising the ANC, which was struggling to make headway in the late 1940s.

As a senior organiser of the movement's youth wing – he was co-opted on to the national executive committee of the ANC in early 1950, having been on the state-level executive committee in Transvaal since 1947 – Mandela organised mass civil disobedience. He also made lightning appearances at, and departures from, rallies to evade the South African security apparatus, earning the nickname the Black Pimpernel.

In the early 1950s he coordinated the "defiance campaign" of passive resistance to apartheid laws, and in 1956 he and 155 others were charged before a magistrate with high treason – almost the entire leadership of the African, Indian and Coloured peoples. This led to the long-running "treason trial" of more than 90 defendants in the Transvaal Supreme Court, which ended in 1961 with all the accused acquitted.

After 17 months underground following the Sharpeville massacre in March 1960, in which time Umkhonto was formed and he travelled to Europe and North Africa to gather support for the ANC, Mandela was sentenced to five years' jail for illegally leaving the country.

In 1963, while in jail, he was charged with treason after other ANC leaders were arrested at a farm in Rivonia, outside Johannesburg. In what became known as the "Rivonia trial", he was found guilty and sentenced to life imprisonment in 1964.

Mandela said that rather than diminishing him as a human, his long incarceration only served to strengthen his political and moral resolve; the long hours of reflection, reading — including studying Afrikaans in order to understand the Afrikaner — helped to prepare

him for the day he was released in 1990 and the ANC eventually gained power. In fact, it took four years of negotiations and bloody strife between ethnic factions before he assumed leadership of his cherished Rainbow Nation.

Earlier, during the delicate transition phase, while president F.W. de Klerk was negotiating with ANC figures in Lusaka and London, he was secretly easing controls on Mandela's jail conditions, moving him to a countryside cottage with an Afrikaner chef; the two leaders even met secretly.

Once in power, one of Mandela's masterstrokes was to use the 1995 rugby World Cup in South Africa to drag the country towards reconciliation.

Rugby had always been viewed in the country as a white man's sport, but Mandela's insistence on attending, wearing the Springbok cap and jersey, with the number of the Springbok captain, and going on to the ground to shake the hand of each of the South African players, was a powerful symbol for both blacks and whites.

A secret pre-game meeting between Mandela and the South African captain, Francois Pienaar, to set the stage for the momentous gesture by the then president was portrayed in the 2009 film *Invictus* and the 2010 TV documentary *The 16th Man*.

In retirement, Mandela spent more time with his children and grandchildren, who had seen little of him, but he also set up foundations to tackle AIDS and poverty and to improve education. He was the recipient of more than 250 awards over four decades, including the 1993 Nobel peace prize.

Mandela was married first to Evelyn Ntoko Mase (1944-57), then to Winnie Madikizela (1957-96). In 1998 he married Graca Machel, a former politician, humanitarian and widow of the Mozambican president, Samora Machel, who was killed in an aircraft crash in 1986.

Nelson Mandela is survived by Graca, as well as his two daughters by Winnie Mandela, Zenani and Zindziswa; a daughter,

Makaziwe, by his first wife; 17 grandchildren; and 12 great-grandchildren.

### **The Black Pimpernel Phase**

Anthony Sampson was asked how Mandela's black pimpernel persona came about.

"If we look at when he became the Black Pimpernel - he immersed himself in the literature. Remember, the ANC at that time was a leftist organisation; it was the era of the uprising against imperialism.

"He read Castro and Chè Guevera. In fact, there are a lot of parallels between him and Fidel Castro. Both big men, both lawyers, both men from an aristocratic sort of background who had a kind of lover's quarrel with the world, and became revolutionaries. That became the model for him of how to go underground.

"He grew that scraggly beard. This was a man who loved to shave. Who loves to shave now. He grew that beard and he became so devoted to it--he loved it. He didn't even want to shave it off when he was captured. He loved the idea, he loved the uniforms of being underground. He tells these lovely stories of ... the way he hid himself underground, is that he would often be the chauffeur for a white member of the ANC.

"He talks quite lovingly about the '50s black chauffeur's uniform - this kind of one piece overall thing. He used to fold it at night, and put it on in the morning. He loved playing this part. It was so different from any part that he had ever played before.

"And there is a lovely mischievous side to Nelson Mandela. In a strange way, when he was underground, he was playing cowboys and Indians ... He liked that aspect of it.

"The little bit of recklessness in him was piqued by this - the close calls, the fact that he would be there in his uniform, in his beard, next to a police station, and they wouldn't know who he was. He

was a little bit tickled by that, and that also is what created the image of the Black Pimpernel.”

### **Bottle the dream for future generations**

After 27 years in captivity, it is easy to overlook the fact that Mandela was only actually president of South Africa for five years. He said that he was one of the generation “for whom the achievement of democracy was the defining challenge”.

Aged 80 by the time he stepped down in 1999, Mandela argued that, “When a man has done what he considers to be his duty to his people and his country, he can rest in peace... We take leave so that the competent generation of lawyers, computer experts, economists, financiers, doctors, industrialists, engineers and above all ordinary workers and peasants can take the ANC into the new millennium.”

Many great leaders are true ‘one-offs’ and it is too simplistic to suggest that they should seek to bottle their essence to be preserved in aspic.

Rather, the big challenge for them is to groom the next generation and ‘blend the essence’ so that it’s fit for their current and future organisation. His chosen successor and fellowship member, Thabo Mbeki, was effectively running the country for some of the years while Mandela was still president, with Mandela taking on an increasingly ceremonial role.

Unfortunately the next generation of ANC leaders has not been seen to deliver universally good governance: the country continues to be blighted by crime, and the OECD reports that more than 50% of the population is living in poverty.

However, South Africa is still is a young country, one that Mandela stamped with the concept of racial tolerance and cooperation as firmly as his predecessors had stamped it with intolerance and segregation.

What we’ve experienced from Mandela’s life is potentially just the start, and his legend is going to be bigger still.

In the business world we desperately need a new generation of companies that are truly global, courageous and entrepreneurial, and institutions that people care for.

Their future leaders would do well to adopt the Mandela mindset and many of his lessons.

Mandela showed us how one person with humility, a dream and a connecting cause could magnify himself and inspire us all.

He should take great pride in the legacy that he leaves behind, as it continues to ripple across the world and through future generations. Nelson Mandela: a true legend. Nelson Mandela RIP.

### **Many people have asked why Mandela did not stand for a second term as President**

Mandela always had the feeling that apart from a desire to retire when he was 80, and the feeling that it was rather ridiculous to be trying to rule a country when you were over 80, he did have a very strong feeling that South Africa must be a real democracy, and his job was to make the transition, both from a white oligarchy to a multi-racial democracy.

But also from what undoubtedly was a more authoritarian leadership style into a generally democratic one within the ANC itself. So he really felt that that was a very important part of his mission or destiny.



2.

# COURAGE

“I am the master of my fate; I am the captain of my soul,”

**Mandela quoting from W. E. Henley’s Victorian poem ‘Invictus’**

**What exactly was it about Nelson Mandela that made him a great leader, a true statesman and inspiration for so many?**

There are many lessons in leadership that can be learned from Nelson Mandela's remarkable struggle to unite South Africa.

Was it his determination and tenacity, or was it his charisma and humility? I am sure it was a combination of many factors; however it was his ability to forgive that stands out.

Nelson Mandela had been in prison for twenty-seven years and so had every reason to be angry, bear a grudge and take revenge upon the white regime that treated him and thousands of others so brutally. Yet in his inaugural speech as president of South Africa in May 1994, this is what he said:

"The time for the healing of the wounds has come. The moment to bridge the chasms that divide us has come. The time to build is upon us."

These few words, perhaps more than any others in his speech helped prevent South Africa from turning into a cauldron of hate, violence and bloodshed.

Mandela showed no animosity towards anybody and preached forgiveness and reconciliation. That is what made him a great human being; a great leader.

Commenting on death Nelson Mandela said, "Death is something inevitable. When a man has done what he considers to be his duty to his people and his country, he can rest in peace. I believe I have made that effort and that is, therefore, why I will sleep for the eternity."

**Three decisions in Nelson Mandela's evolution as a strategic leader**

Paul J. H. Schoemaker, research director of Wharton's Mack Institute for Innovation Management, and the author of numerous books and articles, recently visited South Africa, where he met with government and business leaders to discuss Nelson Mandela's legacy. He wrote:

"The life story of Nelson Mandela is well known, and has elevated him to the level of such widely recognized heroes as Mahatma Gandhi and Mother Teresa. There is indeed much courage, sacrifice, wisdom and nobility in his life -- attributes that demand our deep respect and have much to teach us.

"What is less well-known is how Mandela evolved into the kind of strategic leader who, from prisons on Robben Island and elsewhere, helped to bring genuine democracy to South Africa. For example, while isolated from his fellow prisoners by force, he steered secret government meetings toward the abolishment of apartheid and free elections. Subsequent to that, he became the country's first democratically elected black president.

"Mandela's remarkable story holds valuable lessons for other leaders involved in deep struggles, foremost among which are the importance of holding firm to a morally just vision and the ability to influence a sequence of key strategic decisions over time (decades, in his case) in order to bring about truly remarkable results.

"Three decisions especially stand out in Mandela's evolution as a strategic leader. To appreciate these fully, however, we need to understand some of the social and political contexts that shaped his career and values.

### **A Life Sentence**

Mandela was born in 1918. His father was a top adviser to a tribal royal family and helped elect the tribe's new chief who later - after Mandela's father died - took the young boy into his own family. This path led Mandela from an isolated small village upbringing to the center of tribal power in his teens, which in turn awakened his interest in education and politics.

He studied law and early on became involved in anti-colonial politics. Mandela was a founding member of the Youth League inside the African National Congress (ANC), the main black political party of South Africa, which was later outlawed and banned by the

government. The country's ruling party, the National Party (NP), started to implement a strategy of strict racial segregation, later known as apartheid, after coming to power in 1948.

Mandela obtained prominence in the ANC through his liberal political views and opposition activities, especially the Defiance Campaign of 1952. He was at first committed to non-violence, inspired by Gandhi's successful opposition to British colonial rule in India. However, eventually, due to the government's harsh measures against non-violent opposition, he became increasingly drawn to various forms of targeted sabotage -- actions that resulted in numerous arrests. In 1961, he co-founded a militant wing in partnership with the South African Communist Party and was eventually convicted of treason. Mandela was spared the death sentence, but was condemned to life in prison. He served a total of 27 years. In 1994, he became the country's president.

While in prison, Mandela stood out - among both prisoners and guards - as highly principled, respectful, dignified and willing to sacrifice his life for his beliefs. Many of his fellow political prisoners were heroic as well. Most were well trained, and they taught each other about their respective fields of expertise while working in the limestone quarry. Prison life was harsh, with bad food, cold sleeping conditions in the winter and long periods of loneliness. Mandela fell ill intermittently and contracted nasty lung infections, including tuberculosis, due to his years in damp prison cells.

Despite these conditions, he was able to write an influential autobiography in secret titled, *Long Walk to Freedom*, which chronicles his life in detail against the backdrop of deep social injustice and harsh state oppression. This clandestine book was smuggled out in pieces and printed overseas when finished. It became a global best-seller. An international freedom campaign by the ANC, led by the exiled leader Oliver Tambo, had managed to make Mandela the poster child of opposition to apartheid as well as an eloquent spokesman for a new democratic South Africa.

The world took notice: International businesses as well as governments increasingly boycotted South Africa during the 1980s. The NP's unyielding stance, especially President P. W. Botha's dogmatic hardline approach and focus on law and order, made the NP a pariah on the global stage.

Business leaders from Anglo America and other local companies were increasingly putting pressure on Botha and later on his successor, F. W. de Klerk, to change course. Also, young whites voiced their opposition to apartheid and racism in churches, schools, social clubs, work settings and at home with their parents.

Eventually even the Dutch Reformed church, which had given apartheid proponents dubious biblical justification for the segregation of races, changed its views. Very slowly, the Afrikaner leadership started negotiations with Mandela in prison. It was a form of intermittent shuttle diplomacy, with government leaders visiting him in person, sympathetic white guards passing messages to and from the ANC, and Mandela being flown from his new prison house near Cape Town to meet in secret with Botha and later de Klerk in the capital of Pretoria.

President de Klerk's back was very much against the wall in 1990. The economy was suffering from the boycotts; business leaders wanted change; the containment strategy of carving out Home Lands for blacks was failing, and the country was on the brink of civil war in black townships.

Something had to give, and it happened in de Klerk's seminal opening speech to Parliament in February 1990. He called for free democratic elections (one man, one vote) as well as the unconditional release of all non-violent political prisoners. In addition, he lifted the ban on the ANC and many other outlawed parties.

This was a watershed event since whites were a minority in the country and would surely lose political power through these

declarations. De Klerk kept his promises and released political prisoners, although not Mandela at first, given his violent past.

De Klerk was hoping for a power sharing arrangement with the ANC, but this eventually proved to be naïve on the part of this otherwise very pragmatic NP leader. De Klerk and Mandela were awarded the Nobel Peace Prize in 1993 for achieving a largely non-violent, voluntary transfer of power by a strong minority group to a hostile majority, a rare event in human history.

### **The Face of the Opposition**

Against this complex backdrop, three strategic decisions by Mandela -- among many others -- stand out from a leadership perspective. The first **strategic decision** occurred when Mandela was offered a conditional release from prison by the government.

In a 1985 speech to the nation, President Botha offered Mandela freedom if he renounced violence and other illegal activity. The President tried to shift the blame for imprisonment to Mandela himself: After all, he was free to go now, provided he would be law abiding.

Mandela did not fall for this transparent ploy. He very much desired freedom after decades of hard labor and confinement in a small cell. But he also felt it would betray his principles, his leadership and the ANC's long struggle. Here is how Mandela replied, in part, to President Botha's disingenuous offer:

“What freedom am I being offered while the organisation of the people remains banned? What freedom am I being offered if I must ask permission to live in an urban area? Only free men can negotiate. Prisoners cannot enter into contracts.”

Mandela turned down the President and opted to stay in his cold, dark prison cell - about eight feet by eight feet in size - and was prepared to serve out the remainder of his life sentence. This key decision was strategic since it greatly elevated his position as the

face of the ANC while also drawing attention to his enormous personal sacrifice.

In addition, it revealed Mandela's keen situational awareness that political change would come soon, even though he was isolated from the news media and poorly informed about developments in the country. Mandela's intuition proved right: Half a decade later, this man of deep principle was released unconditionally and rose to become the president of the ANC and then the country.

**The second strategic decision** occurred shortly after Mandela became a free man, but before being elected president in 1994. The trigger was the 1993 assassination of Chris Hani, a well-known and popular black leader fighting for equal rights. Hani was shot in cold blood by a far right white immigrant when stepping out of his car in the street. The killer was identified by a white woman who turned him in.

This targeted killing was the flame that ignited a tinder box, resulting in widespread demonstrations against the white racist government. Many blacks wanted revenge, and the atmosphere was ripe for looting, violence and mayhem. Recently out of prison, Mandela rose to the occasion and appealed for calm. Here is part of what he said:

“Tonight, I am reaching out to every single South African, black and white, from the very depths of my being. A white man, full of prejudice and hate, came to our country and committed a deed so foul that our whole nation now teeters on the brink of disaster. A white woman, of Afrikaner origin, risked her life so that we may know, and bring to justice, this assassin. The cold-blooded murder of Chris Hani has sent shock waves throughout the country and the world.... Now is the time for all South Africans to stand together against those who, from any quarter, wish to destroy what Chris Hani gave his life for -- the freedom of all of us.”

**His third strategic decision** occurred in his 1994 speech after his election as president of South Africa, which he served for only one

term although two were possible under the constitution. His early decision not to stand for a second term was a remarkable gesture in a country and continent where leaders seek maximum power (such as Mugabe, president of Zimbabwe).

Mandela knew that his speech would be watched by about a billion people on television around the world, and he wanted to signal clearly that he represented all the people of his country, regardless of color. Some of his lines are famous now and are inscribed in stone on Robben Island. Here is part of what he said:

“We have, at last, achieved our political emancipation. We pledge ourselves to liberate all our people from the continuing bondage of poverty, deprivation, suffering, gender and other discriminations. Never, never and never again shall this beautiful land experience the oppression of one by another.... The sun shall never set on so glorious a human achievement. Let freedom reign. God bless Africa.”

Mandela recognized full well that South Africa could easily fall back into civil war due to the many crimes, injustices and deep wounds inflicted by the apartheid regime. He also knew an all-out war would at best yield a pyrrhic victory. Furthermore, much of the expertise needed to run the country's business, legal, social and educational institutions lived within the white minority population.

Having seen what happened in nearby Zimbabwe under Robert Mugabe's corrupt leadership, whites feared for their future, and many left the country (a brain drain known as 'white flight'). Mandela's aim was to rise above past injustices, embrace Archbishop Tutu's call for truth and reconciliation, and unify the country by focusing on a shared, democratic future.

The key to Mandela's leadership was to encourage racial harmony, forgiveness without forgetting, power sharing and a strong focus on the future, not the past. As a master of symbolism, Mandela supported this strategy by being magnanimous toward his former enemies.



For example, in 1995, he visited the widow of the very man who was the main architect of the apartheid regime and in effect put him in prison, Prime Minister Hendrik Verwoerd.

He rejoiced when the national rugby team Springboks won the world championship even though this team had been a symbol of racism and Afrikaner power for decades. He proudly wore the team's shirt during the championship match, waved his hands in support and signaled to the world at large that he truly supported a rainbow nation. Such leadership is precious and rare.

What Mandela offers aspiring strategic leaders is a living example of how complex societal forces, uncompromising values and key moments of decision can be woven together over time, and across political, legal and economic domains, into a compelling vision that can transform a political party, a nation and even the world.

Strategic leadership is not just about executing an initial strategy by engendering followership, but above all about adjusting that strategy when necessary to maintain broad support. Few political leaders today master this as well as Nelson Mandela, who is also affectionately known by his tribal name, Madiba.

It seems fitting that a black teenage boy who was enthralled with the machinations around the throne of his tribe's chief eventually occupied an even larger throne, one visible to the entire world.

Mandela is a man who spanned many decades, cultures and realities in his search for freedom and justice. He sacrificed deeply and nobly, and in the process became a world icon for human rights. In political terms, he was truly a transformational leader. In the end, even his foes admire as well as respect him -- and justly so. He is one of the most remarkable men of the last 100 years.

**Courage is not the absence of fear - it's inspiring others to move beyond it**

One of Nelson Mandela's sayings that echoes through time and will remain immortal is the first rule to become a true leader, "Courage is not the absence of fear - it's inspiring others to move beyond it."

In an article for Time magazine, Richard Stengel remembers Mandela's words when he asked the leader the most obvious question, if he was afraid when he was sent to prison on Robben Island.

He admitted that he was afraid, but "as a leader, you cannot let people know." Inspiration was the best gift Mandela offered not only to the world, but also to his fellow prisoners.

Prepared to go to prison for his political beliefs, Mandela stood tall. When his African National Congress (ANC) had been banned by the apartheid South African government in 1960, Mandela had advocated that the party abandon its policy of non-violence, leading to a sentence of life imprisonment. He said, "I was made, by the law, a criminal, not because of what I had done, but because of what I stood for."

Reflecting on the moment when he entered Robben Island prison, off the coast of Cape Town, Mandela said, "How you're treated in prison depends on your demeanor."

Threatened with violence by an Afrikaans prison guard, he told him, "You dare touch me, I will take you to the highest court in the land. And by the time I finish with you, you will be as poor as a church mouse."

Keeping his emotions in check, relations with his captors improved as he sought to "communicate with them in a message that says I recognize your humanity".

According to Sampson, during his 27 years in jail, Mandela was able to develop "a philosopher's detachment," as well as, "the subtler art of politics: how to relate to all kinds of people, how to

persuade and cajole, how to turn his warders into his dependents, and how eventually to become master in his own prison."

Sampson was questioned about Mandela instructing his Afrikaner jailers to treat him with dignity and his thoughts on the secret of that.

"In a strange way, and I know it sounds like a fortune cookie explanation, but if you refuse to be treated with indignity, you teach people how to treat you with dignity. He never bent. He never groveled.

"He always walked upright ... when I interviewed the people who'd been on the island with him, and they'd talk about how just seeing him walk across the courtyard, with that great posture, was inspiring to them ... it bucked them up. He was a great actor in that way.

"He has the virtue of his flaws, and his flaws were exactly the right flaws for that time - of being too trusting, of seeing the glasses half-full. That's what South Africa needed at that time. The man who'd been the leader of the underground movement, the firebrand who actually is too trusting, who errs on the side of thinking we are men of goodwill..."

Sampson recalled how he and Mandela were once on an airplane flight in Natal on a prop plane. "I think there were six seats in it, and there were maybe four of us on the plane. As soon as he gets on an airplane he picked up a newspaper. He adored newspapers. He didn't have them for so many years and he reveled in the touch of them, and he read every stupid story.

"We were sitting on the airplane, the plane was up, and he was reading his newspaper, and we were about halfway there ... I was sitting right across from him, and he pointed out the window ... and I saw, to my great horror, that the propeller had stopped going around.

"He said very, very calmly, "Richard, you might want to inform the pilot that the propeller isn't working." I said, "Yes, Madiba." I walked to the front of the plane, and the pilot was well aware of it

and he said, "Go back and sit down. We've called the airport. They have the ambulances out there, and they're going to coat the runway with foam or whatever they do."

"I went back and I told Madiba that, and he just, in that very solemn way, mouth sort of down, listened, and said, "Yes." And then picked up his newspaper and started reading.

"I was terrified, and the way I calmed myself was I looked at him. And he was as calm as could be. Like the prisoners on Robben Island must have looked at him when they felt scared, and he just looked as calm as could be.

"The plane landed, no problem. He never changed his expression or anything like that. He put his newspaper down, and we came into the airport, and as we got into the airport and we sort of had a moment alone, he turned to me and he said, "Man, I was scared up there."

"It was such a revelation because that's what courage is. Courage is not, not being scared. Courage is being terrified and not showing it. So I was enheartened. I was given courage by looking at him, because he was pretending not to be scared, and that's what he did for his whole life.

"The more you pretend that you're not scared, the more not scared you become. The more you inhabit that role, and that's what happened in Robben Island.

Sampson was asked, "Which has to be part of the secret of why he is such a great leader ... that's a leader, isn't it?"

"Absolutely. Yes, that's it. I mean, that's what is a military hero, a great hero in war. Is it a man who doesn't feel fear? No, it's a man who feels fear, and goes ahead. That's Nelson Mandela. He felt the fear.

"He tells that story when he first went to Robben Island, where he was almost going to [be] attacked ... where the warder was about to hit [him] ... he said, "Stop. I am a lawyer and if you touch me I will sue you, and you will be as poor as a church mouse." But afterwards he said, "Man, I was scared. I was scared that I was going to be hit." But he didn't show it.

**3.**

# **PRAGMATIC IDEALISM**

“It was his essential integrity more than his superhuman myth which gave his story its appeal across the world.”

**Anthony Sampson, Mandela’s biographer**

## **Collaborating With Your Rivals**

Nelson Mandela had to wait until he was 76 before he held any public office in South Africa. Until 1994 in South Africa, only white people were allowed to take part in politics or vote. He dedicated himself to equality and brought the country away from apartheid, and towards democracy.

Many lessons can be taken from Mandela's remarkable journey, and collaboration is an important aspect for the world's future business leaders.

The men who were Mandela's most bitter political enemies, those who had run or supported the apartheid system, showed him great respect and admiration after his release from prison.

The Springbok rugby players, some of whom were Afrikaners, widely pictured embracing Mandela at the Rugby World Cup in 1995, are perhaps one of the best examples of Mandela's far-reaching, applauded leadership style.

By investing his trust in people, even those who had approved his life sentence back in 1964, repaid Mandela with loyalty.

Business is notoriously competitive. But as many successful entrepreneurial leaders, such as Richard Branson, agree, collaboration can be key to success.

Aspiring leaders can take confidence in that much like Mandela did with Kobie Coetsee, Minister of Justice during the last 14 years of apartheid and Niel Barnard, the last intelligence chief of the apartheid era, embracing your former rivals can pay dividends.

Anthony Sampson characterizes Nelson Mandela as “the most pragmatic of idealists” because of his sense of tactics. Even when leading from the front, South Africa’s father did not alter his principles; not even when facing jail time. His principle of bringing the apartheid down and the accomplishment of attributing a vote to each man, culminating with the 27 years spent in jail represented nothing more than tactics to him.

Therefore, it is accurate to say that principles walk hand in hand with tactics and a leader must possess both qualities in order to convince the world to follow him.

### **A clearly defined and long-held goal**

In my introduction to this book I wrote, "Mandela possessed something rare and something all leaders should possess; a clearly defined and long-held goal coupled with the ability to unite warring and disparate factions and the added ability to trust people he chose for his team and to delegate to them. He was not afraid nor too proud to unite with former enemies using his exceptional people and negotiating skills and to forgive them if it would assist in achieving his goals."

An illustration of this is from the very beginning, when he started talking to the prison authorities about whether they would have long pants or short pants, whether they would have hot food or cold food, he got in the habit and the knowledge of negotiating with the enemy. He was very at ease with that.

He was very at ease talking with commissioners, with the police, and in a way that groomed him for those later negotiations. It made him feel, "This is a boxing match that I know how to handle. I know how to fight against these fellows. I know how they feint, I know how they move, and I feel confident in this arena."

### **Mandela The Anglophile**

Anthony Sampson recalls Mandela's first visit to London "as a bit of an eye opener too, with all these white folks treating him with some modicum of respect.

"I have always thought that he is an Anglophile, and in a way it's hard not to be ... when I was writing about his development--when he was in those prep schools--and I went back and looked at some of the text books that they had.

“He was reading Macaulay for history when he was a boy. Those are 19th century English text books. He became imbued with Englishness and English language. He told that lovely story to me about the headmaster who said he was descended from the great Duke of Marlborough, and this impressed Nelson.

“He talked about how, when he was at school and it was during the bombings in London in World War II, they used to listen to the radio of Winston Churchill's speeches, and he said he was mesmerized. This touched him somewhere, because they were English colonialists.

“When he first went to London, even back then, he loved seeing the Houses of Parliament and Big Ben and touring around. This was the great world to him. England was the place ... plus there were these English politicians and English leaders who were treating him as a visiting diplomat, as it were.

“He saw that when he came to London, this place that was the center of the world for him in a way, he was treated as a great man ... as the person who had held the future of Africa in his hand. And he was frankly flattered by it, and he realized this is the way the world should be in my country too.”

### **Mandela In Prison**

When Mandela went to prison, there was a sense that he was almost, from the beginning, preparing for the inevitable day when he would sit down to talk with the government.

He had a sense of destiny fairly early on, though he denies that. Within the jail setting, as his colleagues make clear, his own leadership was becoming much more distinct and subtle in the sense of being tremendously aware of all human relationships.

A lot of what he wrote, a lot of his letters and his very interesting essays in jail, have a kind of assumption behind them that in the end he will be required to lead his country, as well as his people.



He would deny that, but the language is such that sometimes, quite early on, he was writing letters from jail, which sound very much like the letters of a president really.

His sense of political tact and diplomacy, which was not so developed before he went to jail, became very developed in his letters, and his ability to keep everybody happy, and to reach out to all kinds of people.

From jail he was writing to every kind of person either that he's met or he admired, very much as if in the end he was going to bring the whole country together.

Mandela's relationship with the prison warders and prison authorities is fascinating and served as a useful training ground for when it came to actually having secret talks with members of government in the mid '80s onwards.

That close contact with some of the Afrikaner warders was the absolute key to his understanding, both of the Afrikaners, but also of negotiation.

His ability to overcome their insecurities, to understand where they came from, to empathize with the Afrikaner predicament and suffering and his reading about the Afrikaners, was partly probably a deliberate rehearsal for his own negotiations, but also it took him by surprise.

He was surprised by the warmth and the ability of some of the Afrikaners to come right round. And his belief that they could actually be converted to his side ... a lot of that stemmed from his personal experience of some of those people.

Many of the Afrikaners he dealt with were so amazed by his intelligence and his ability to understand their position, that they were almost too easily overcome from that point of view.

Many of them expected he would be like a tribal homeland Bantustan leader, and the Afrikaner has been quite effective in the corrupting and seducing some of those, and that was their first shock they had.

It took them quite a long time to realize that this man, who had all the courtesy and the chiefly style of a tribal leader, had a total toughness beyond it.

That shows through in the psychological profiles from the prison, which show that they were continually distressed and amazed by the fact that Mandela never seemed to give an inch throughout those years, partly because they thought he would be like a homeland leader.

The prison profiles show how early on they realized that he was the authentic leader of all the African people, something that generated shock in the jailers as many of them had expected that he could be, as they put it, rehabilitated. Some of his jailers continued to think that right through to the end.

A lot of the reports made it clear that he had the basic intelligence, toughness and courage, which very few people can compete with, which was a real problem for them.

While Mandela was still alive, his biographer Anthony Sampson was asked, "The showmanship, the grand gestures, dealing with the warders, the rugby World Cup final. Can you analyze this, what's genuine?"

"Even his closest aids and friends find it difficult to know how much of his technique is deliberate and how much it's instinctive. It's got a great deal to do with his upbringing. A lot of his instinctive understanding of politics and presentation comes from those early years when he watched his guardian.

"The effectiveness of his clothes, the need for a presence, how you show yourself ... is part of the aristocratic tradition, the kingly tradition, which any Prince of Wales is taught, for instance.

"It's the understanding that the image and the reality are very closely linked, and that you influenced people in that way. And it's got beyond any kind of self consciousness. A lot of people talk of

him as if he was the master modern politician, who can as it were, out-Clinton in terms of the tricks of the trade, of spin doctoring.

“But actually, the roots of it go right back to that much older tradition ... it's got to do more with that older tradition than it has with any kind of deliberate box of tricks.”

### **Embody the spirit of Ubuntu**

In 2007, in partnership with one of my favourite entrepreneurs Richard Branson and singer Peter Gabriel, Mandela founded ‘The Elders’. Composed of former heads of state, revolutionaries, peacemakers and chaired by Archbishop Desmond Tutu, The Elders work as a small, dedicated group of individuals, using their collective experience and influence to help tackle some of the most pressing problems facing the world today.

In the launch address, Mandela talked about bringing “the spirit of Ubuntu: that profound African sense that we are human only through the humanity of other human beings.” In a thread that defines his whole life.

“I believe that in the end that it is kindness and accommodation that are the catalysts for real change.”

With such high ideals, Mandela was alert to the potential dangers of his own personality cult. He learned to talk less about “I” and more about “we,” and was determined “to be looked at as an ordinary human being.”

Mandela himself has repeatedly said, “I’m no angel,” and his presidential predecessor F.W. de Klerk concurs: “He was by no means the avuncular, saint-like figure depicted today. As an opponent he could be brutal and quite unfair.”

While people may have disagreed with the policies Mandela pursued, they don’t question his integrity. His biographer believes that, “It was his essential integrity more than his superhuman myth which gave his story its appeal across the world.”

### **Mentors and Role Models**

When looking to develop leadership skills, whether it is at home, with your peers at work or in the community, it is very helpful to look for mentors, role models that have spent years mastering leadership traits and putting them into practice.

Nelson Mandela is very much at the top of the list as a mentor for many people, who continue to learn many lessons from him.

The ones that remain timeless for many people are summarised below:

### **Inspire With Action**

Motivate others with your words and actions. Give them courage, inspire them to learn more, instill in them a sense of possibility. Every action that you take will lead to a learning opportunity and will encourage moving forward movement in others. Teach others by example. If you do it, they will follow.

### **Be Better, Not Bitter**

Nelson Mandela is the impersonation of this powerful lesson. He was put in jail by a brutal regime for 27 years simply because he was fighting for fairness and equality. But even while jailed, he continued to be a leader and the symbol of the struggles of South Africans. Amazingly, after his release from jail, he became a stronger leader, not bitter or ready for revenge. He found common ground, embracing those who were once against him and helping the country bridge a seemingly impossible gap.

### **Fail To Plan, Plan To Fail**

People fail to accomplish their goals many times because of this simple premise. Planning and organizing ahead of time is key to the success of any task or endeavor, whether in your personal or business life. Organize your ideas, write out a plan with actionable steps to take and deadlines and set out your goals.

### **Work With The Willing**

Most of us have gotten caught up at least once in the emotional roller-coaster that is wanting to work with or help someone who has the talent, the potential or the need, even if that person is unwilling or incapable. Move on from those that don't want to do or be where you want them to do or be. And don't carry their burden. Let them go through their journey and spend your time and energy looking for like-minded people who you can partner with.

### **Communicate**

Communication is the simple act of getting a message across clearly and unequivocally to others. This sounds simple in theory but communication is one of the hardest things to do because there are so many things in play (body language, cultural idiosyncrasies among others) that can get in the way and cause confusion. Nelson Mandela was a master communicator, which is one of the top traits of a great leader.

### **Become A People's Person**

Nelson Mandela was an incredibly dynamic person who was able to motivate an entire country to work together and move past a very difficult time in their history for the benefit of all. He wasn't attached to a particular ideology or goal. Instead, he was willing to build relationships on all sides in order to accomplish his goal of a united and successful South Africa.

### **Develop Strong Character**

Nelson Mandela and his followers knew that they were doing the right thing, even it was dangerous and could have caused them their freedom (as it did for many years) or even their lives. But they had strong convictions and a strong sense of character and get got a lot of respect (and followers) because of it.

### **What made Nelson Mandela such a great leader?**

According to Thomas L. Friedman in an article in the New York Times in December 2013, "The global outpouring of respect for Nelson Mandela suggests we're not just saying goodbye to the man but that we're losing a certain kind of leader, unique on the world stage today, and we are mourning that just as much.

"Mandela had an extraordinary amount of 'moral authority'. Why? And how did he get it?

"Much of the answer can be deduced from one scene in one movie about Mandela: *Invictus*. Just to remind people, it tells the story of Mandela's one and only term as president of South Africa, when he enlists the country's rugby team, the Springboks, on a mission to win the 1995 World Cup and, through that, to start the healing of that apartheid-torn land.

"Before the games, though, the sports committee in the post-apartheid, newly black-led South Africa tells Mandela that it wants to change the name and colours of the almost all-white Springboks to something more reflective of black African identity.

"But Mandela refuses. He tells his black sports officials that an essential part of making whites feel at home in a black-led South Africa was not uprooting all their cherished symbols.

"That is selfish thinking," Mandela, played by Morgan Freeman, says in the movie. "It does not serve the nation." Then speaking of South Africa's whites, Mandela adds, "We have to surprise them with restraint and generosity."

"There are so many big leadership lessons in this short scene. The first is that one way leaders generate moral authority is by being willing to challenge their own base at times - not just the other side.

"It is easy to lead by telling your own base what it wants to hear. It is easy to lead when you're giving things away. It is easy to lead when things are going well. But what's really difficult is getting your society to do something big and hard and together.

“And the only way to do that is by not only asking the other side's base to do something hard - in South Africa's case, asking whites to cede power to black majority rule - but to challenge your own base to do hard things, too: in South Africa's case, asking blacks to avoid revenge after so many years of brutal, entrenched, white rule.

“Dov Seidman, whose company LRN advises chief executives on governance and who is the author of the book *How*, argues that another source of Mandela's moral authority derived from the fact “he trusted his people with the truth” rather than just telling them what they wanted to hear. “Leaders who trust people with the truth, hard truths, are trusted back,” Seidman said. Leaders who don't, generate anxiety and uncertainty in their followers, who usually deep down know the truth and are not really relieved, at least for long, by having it ignored or disguised.

“Finally, Seidman said, “Mandela did big things by making himself small, through his uncommon humility and his willingness to trust his people with the truth.

“Mandela created a hopeful space where enough South Africans trusted each other enough so they could unite and do the hard work of transition together.

“What is so inspiring about Mandela, Seidman said, “is that he did not make the moment of South Africa's transition about himself. It was not about his being in jail for 27 years. It was not about his need for retribution.”

“It was about seizing a big moment to go from racism to pluralism without stopping for revenge. “Mandela did not make himself the hope. He saw his leadership challenge as inspiring hope in others, so they would do the hard work of reconciliation. It was in that sense that he accomplished big things by making himself smaller than the moment,” Seidman said.

“To put it another way, Mandela, and his partner, former South African president F.W. de Klerk, got enough people to transcend their past rather than wallow in it.

“Mandela's leadership genius was his ability to enlist a critical mass of South Africans to elevate, to go to a new place, not just shift a few votes at the margin.

“It is precisely the absence of such leadership in so many countries today that has motivated millions of empowered individuals in different countries in the last four years - from Iran to Egypt to Tunisia to Turkey to Ukraine - to flock to public squares.

“What is striking, though, is the fact that none of these ‘Tahrir Square movements’ have built sustainable democratic alternatives yet. That is a big, hard project, and it can only be done together. And it turns out generating that unity of purpose and focus still requires a leader, but the right kind of leader.

“People are rejecting leaders who rule by the formal authority of their position and command by hierarchical power,” Seidman said. “They are craving genuine leadership - leaders who lead by their moral authority to inspire, to elevate others and to enlist us in a shared journey.”

### **Build a sustainable fellowship around your cause**

Some people speculate how Mandela would have fared in the age of social media. Confined to his prison cell, much of the technological era passed him by.

He was never short of followers, and he understood that mass engagement began with a solid core base. Permitted to converse with other prisoners at Robben Island only when laboring at its mine, his inner core was variously termed the ‘brotherhood’, ‘kitchen cabinet’ and ‘university’.

The bedrock of his trusted inner sanctum provided him with the foundation from which to keep on being inspiring. Those who were admitted to Mandela’s close fellowship during those years also flourished: close friend Ahmed Kathrada went on to hold senior government positions, while Thabo Mbeki and Jacob Zuma graduated to lead the party.



Political prisoners admitted that they actually looked forward in a sense to going to prison, as they would get to meet the true leaders of the country.

Often seeming to be above race, once in power Mandela broadened his fellowship to include white and Indian colleagues, whom he trusted them completely.

He made former president F.W. de Klerk his deputy, and his "rainbow cabinet" was one of the few genuinely multiracial governments in the world.

### **Rhetorician, intellectual, or pragmatist?**

"The thing about Mandela is that he never really was a rhetorician, he was never really an intellectual," according to his biographer Anthony Sampson.

"He was, most of all, a pragmatist. Even as a young man he was a pragmatist. Now we certainly see him as a pragmatist ... for all of the kind of high flown, highfalutin intellectual revolutionary talk that he engaged in, he was most of all a pragmatist.

"Basically, he was thinking, "Well, how can we win? How can we topple the regime?" He embraced nonviolence when nonviolence seemed like the practical way to go about it. But after kicking against the bricks, and knocking your head against the wall for a long time, he just realized from a practical standpoint, it wasn't going to work.

"He has no love of violence, as he would say many times. He tells that lovely story when he was at the farmhouse in Rivonia, and he was trying to teach himself how to shoot a gun.

"He had never shot a gun before. And here was the head of Umkhonto we Sizwe, who didn't even know how to hold a gun, and he had this BB gun and he shot a sparrow on the tree in the farmhouse. It died, and he was stricken. He felt miserable.

"He thought to himself, "Yes, there is some special providence in the fall of a sparrow," and he felt ghastly about it.

“He is the guy who in prison ... if there was an insect in his cell, he would pick it up and carry it out and put it outside. So there was nothing about him that liked violence. He just saw it as the most expedient way of toppling the government.”

### **Tribal Chief to President**

Richard Stengel who wrote a book about Mandela was asked, “You saw Nelson Mandela in action in Johannesburg, presumably during the time of the negotiations with the government. Is there some way of making any observations about the connection between what he brought from that chiefly, tribal environment, that he then used or in some way expressed itself in the modern environment?”

Stengel replied, “He talked about that when he first went to Mqhekezweni, which was the chiefly area, after his father died, where he was in effect adopted by the king. He talked about listening to the elders there, and as a young man, as a boy, he really was quite shy.

“He was a little bit self conscious, and he wasn't very talkative. He really listened. One of the things that he absorbed there was this ability of the chief to listen to what everybody had to say. The chief didn't speak until everybody had had their say, and then he sort of weighed that.

“One of the things that was reflected in the negotiations, was that Mandela didn't weigh in with his opinion until everybody had spoken, and that gave him a great deal of leverage. In some ways, he's a very impatient man, but in negotiations, in politics, he's enormously patient and part of that comes from his upbringing as a boy and seeing how the chief listened to what everyone had to say.

“In negotiations that gave him some leverage, gave him some power, because his opinion remained a mystery until the last. It seemed more forceful because he had held it in abeyance until then.

Stengel was asked, "His regal quality, this self control that you see in him, are there any connections there with the chiefly role, how the chief is expected to behave?"

He replied, "When I first started working with Mandela on the book, people around him would always say to me, "You must remember that he was groomed to be chief."

"What I discovered was that that was a tiny bit of a misnomer. His father was an appointed chief. He wasn't a blood chief. In fact, Nelson wouldn't have become a chief, because he wasn't in a direct line of succession, because his mother was the wrong wife for the succession.

"So he wasn't really a chief in the way that people think, but he was from a family that would be a kind of aristocratic, upper-middle-class family. And when he moved to the king's village, he was able to observe this.

"But there was a kind of natural "aristocratic-ness" about him, a kind of natural princeliness, and part of that jarred with him when he saw real royalty, and he observed them. He observed the way they walk, the way they carry themselves, what they dressed like, what they wore. Even his fabulous posture comes from as a little boy observing the way the king stood. In a way, he was a natural king."

Stengel was asked, "I wonder if one could say that it was because he knew he wasn't entirely of that lineage, that he perhaps strained that much harder. It was a fairly natural human instinct to be all the more regal in his bearing and so forth ... would that be a valid thing to say?"

"I think that is a valid thing to say" he replied. "He, what is that French expression [plus royaliste que le roi]--more royal than the king, more kingly than the king. He epitomized that a little bit himself, because he thought, "I can be an amalgam of this. I have some royal blood and I can be more kingly than the king in just the way that I am."

He saw this and it appealed to him in a way. In fact, one of the things that happened when he went to Johannesburg for the first time after being treated with great deference where he grew up - it bothered him. It put a chip on his shoulder. He hates indignity of any kind and suddenly he is confronted with indignity everywhere he went.

“It gave him a kind of ... some poets have a lover's quarrel with the world. It gave him a quarrel with the world, with the way the world was in South Africa, with apartheid, because it treated him with indignity at every turn. He loathed that; it really rubbed something wrong inside of him.

### **What drove Mandela through his life's quest?**

Many people have tried to identify what drove Mandela through his life's quest. Anthony Sampson says it was a sense of his own dignity having been offended and wanting to put that to rights.

“I have often thought to myself, and having been with him in so many private moments and seen what he's like in these intimate moments, had he grown up in a utopia, not that any of us do, he would have been quite happy to be a small town lawyer, and have a family and farm, maybe. There was no burning ambition in him to be a great leader, unless it was necessary for him to become a great leader ...

“What made him a great man was the fact that his dignity was offended. That when he went out into the larger world, it didn't jibe with his own conception of himself, and he realized, ““If I feel so deeply spurned, and everything is so deeply unfair to me, think how it must be for all these other people, who are not as able to withstand it as I am.”” That was the motor, that was the trigger. Because I don't think he is a naturally reflective or introspective man.

“It was a slow, slow process. It took a long time for him to move from a person who himself felt offended, to a person who is going to take up the cudgels for everyone else who feels offended.”

### **Actors and Presidents**

Some observers thought there were a lot of similarities between Nelson Mandela and Ronald Reagan. When he was running for president, Regan was asked, "How can the president be an actor?" And Reagan replied quite sensibly, "How can the president not be an actor?"

Nelson Mandela as a leader realized the potency of acting, and what was important about acting. He's realized it as a boy, in a way. You inhabit a role and you become that thing. And that worked with him in so many ways.

Many considered Mandela to be a fabulous actor, and he realized the role of how to play the role of statesman. How to be contained, when to smile, when not to smile.

To many people Mandela spoke poorly, though he was a charismatic leader. He did not have to even open his mouth. His smile and the way he carried himself is what represented him at a leader, almost not what he says at all.

4.

# BEING IN THE SPOTLIGHT DOES NOT MAKE YOU AN IDEALIST

“You can only lead them from behind. It is wise to persuade people to do things and make them think it was their own idea.”

**Nelson Mandela**

Nelson Mandela's editor Anthony Sampson remembers one of the leader's stories from the time he was a boy. Herding cattle may seem mundane to some, but to him it was the perfect explanation of leadership. "You can only lead them from behind", confessed Mr. Mandela to Anthony Sampson. "It is wise to persuade people to do things and make them think it was their own idea", the leader continued.

In the end, what matters is to relate to people and turn even your superiors into dependents, followers. This is the only way in which you can master your own universe, regardless of whether it is a company or a prison.

### **This chiefly element**

Sampson, recalls his first meeting with Nelson Mandela. "He had this chiefly element. There is no doubt. He had a sense of the dignity of an aristocrat. He was very fine looking and knew it. He always had a great presence and was always tremendously well-dressed.

"He intimidated some of his black contemporaries to quite an extent. Even people like Dr. Matlane, for instance, who was a very effective friend and supporter, and his doctor. Even he felt he had to choose his words quite carefully with Mandela."

Sampson was asked, "Do you think that, despite everything that we see about Mandela, there was an element of insecurity in him and towards certain kinds of people?"

He replied, "It's very difficult to say whether it's insecurity. I think, myself, he was exceptionally secure in his background. Basically for sort of childhood reasons. Even the fact that he had four mothers as opposed to one, made him more secure. He had no lack of love and didn't feel threatened as a child. He grew up in the conditions, which as he described, are almost idyllic, really. So I don't think there was deep emotional insecurity there.

"There, obviously, was the political insecurity and this incredible shock of finding himself in a humiliating situation in a big city. But

he was defensive with good reason. After all, he was a proud man, who had found himself in a pretty hostile setting. But I don't think he was basically insecure. No.

“He wasn't the most successful person. He wasn't the cleverest of his generation by any means. He wasn't an intellectual. He wasn't a great sportsman. He was a good boxer, but he wasn't a great sort of team sportsman. So it wasn't a glorious career, and he was never a great lawyer.

“But nevertheless, he was, quite obviously, it seemed to me, a formidable leader, and was regarded by other people as such. So he had no real reason to feel insecure to that extent. But he was defensive in a rational way, rather than an emotional one.”

Sampson continued, “I certainly had serious worries that the whole build-up of the Mandela icon all around the world. It was so extravagant that he couldn't possibly live up to expectation.

“He could well have emerged as such a frail old man that he would have to retire pretty soon. Many people thought that the myth was totally disconnected from any likely reality. My biggest surprise when I went to see him a week after he was released in Soweto, in discovering him to be, to my mind, a much more ordinary human being, a much sort of cozier one almost, and much more charming and accessible than the person

“I'd known before he went into jail. As he told me later, he was determined, of course, that he would protect himself from his own image. And that he would be as ordinary as he could be. But that was, I think, the moment which the future Mandela was assured is when he showed himself capable of such an extraordinary human modesty or simplicity really. Which is what, of course, so many people found so enchanting about him.”



**After Mandela's release from prison** a lot of people were anxious as to what Mandela was going to be like, whether he was going to live up to expectations.

Sampson was asked, "What coherence there was between the Rivonia speech and the man who emerged 27 years later. In what way was Mandela different, changed from the man who went into prison in 1964?"

He replied, "The aggression in him and the rhetoric that went with the aggression it, appeared to have vanished. In fact, it had become totally controlled, while he had clearly mellowed and matured in his thinking, the change in rhetoric was very striking.

"I mean his prison writings are so much more interesting than what he wrote before he went to jail. What he said both privately and publicly afterwards was so much more interesting. He has had a capacity for saying straight-forward things in a very interesting way. I think that was very striking.

"But also having thought much more fundamentally, his reading of literature, as well as politics and the law, all that had given a far greater weight to him. In some ways, it's reminded me of one or two friends of mine who have been monks, who had a sort of same kind of solitary life, who have the feeling that they can say what they think because they've acquired that basic sort of peace of mind, and strength within themselves. They don't have to think twice ... my feeling is there is something of that in him."

Following Mandela's release there was a lot of tension about him in the ANC. His battle was to get the movement behind his program when he came out.

Mandela had many much fiercer arguments on Robben Island with his left wing colleagues than they discussed at the time, which is now beginning to emerge.

Some of the documents that are coming out now show that there was fierce discussion, and not surprisingly because it was a

fundamental division in the end as to whether you were going to have a rolling revolution or a seizure of power, as they would call it on the left; or whether you were going to go for a negotiated revolution, which would be peaceful and which would involve very definite compromise.

That was a very difficult period for Mandela with many fierce arguments surfacing.

According to Sampson, "The advantage for Mandela, which has to be remembered, is that he had served longer in prison than anybody else, and however much you used the word sell-out, which was used against him, there is a limit to how much you can say against somebody who has sat 27 years in jail ... you could almost argue that that was his historical achievement.

"In fact, to have the credentials which were such that he could persuade a party that was probably more militant than he was, and more unprepared for a negotiated settlement, to persuade them to accept that."

### **An Africanist as he became radicalised**

According to Sampson Mandela was an Africanist as he became radicalised. "He wasn't a natural revolutionary, whatever that is. In a way, he's a natural status quo person. So when that person does become a revolutionary, he becomes an extremist almost. He had to justify to himself almost psychologically, and so he's an emotional person.

There were times when Mandela broke up meetings in the early days, when he was a member of the ANC Youth League, and when Indians wanted to become members of the ANC Youth League.

Mandela used to talk about the time he tossed some people off the stage. He used to get up at rallies and give fiery speeches, so different to the Nelson Mandela we saw later. He was bursting with this kind of emotion. He didn't know what to do with it, and this was an outlet for him.

The kind of volatility and extremism of the ANC Youth League appealed to him, because he was that kid in the gang who wanted to do the most daring thing.

He wasn't the person sitting in the back seat who said, "No, no, let's not push the car over 60 miles an hour." He was gunning the engine, and that's the way he was in those days.

### **Dangerously reckless**

Sampson was asked, "What would be a criticism of him in those days? Was he possibly dangerously reckless for the purposes that he was actually espousing? Would that be too unfair?"

"Part of it is the sort of recklessness of youth in general. I don't think he was ever reckless in the sense that he really took terrible chances and terrible risks," Sampson replied.

"He took some for himself. But I don't think he ever did it in terms of what might jeopardize the movement, and no matter how emotional he was, or how volatile, he still retained that incredible respect for his elders and for chiefly people.

"I mean even when he went to see Chief Luthuli, to remonstrate with the then head of the ANC who had renounced violence, he was utterly respectful.

"He would never in a million years say something to Chief Luthuli that the chief might find offensive, even though he was this hot-headed young man of the ANC Youth League. He was a very polite young man, at the same time, a hot-head."

### **Every negative statement has its positive**

One of the things I have discovered about Nelson Mandela is that all statements about him worked both ways. Every positive statement has its negative, every negative statement has its positive.

Mandela was a country bumpkin and he was a dandy. He told lovely stories about when he first came to Johannesburg and he was incredibly naive. He had one pair of trousers, and he just kept

getting it patched and patched and patched. He was just so embarrassed to actually talk to a girl that he might be attracted to, because he was wearing these horrible hand-me-down clothes.

One wonderful Mandela story was about ordering a piece of meat for the first time in a butcher shop, which he had never done before, and bringing it home to this little shanty that he was staying in and asking the young girl there to cook it.

She looked at it and laughed, and he said, "Why are you laughing?" She said, "It already is cooked." He didn't know you could even buy cooked meat before. So he was a country bumpkin.

One of the things that happened to him in the city, in the same way that happened to him in the royal village, is in the royal village he looked at the king and realized this is who I empathize with. He looked at the way men of the world dressed and he thought, "Ah, that's the way I want to be."

There is a lovely picture of him when he first came to Johannesburg wearing a beautiful double-breasted peaked lapel suit that looked like it was handmade for him, and probably was.

George Bizos, his long time lawyer tells a story about seeing Mandela for the first time in a little Indian tailor shop, that he used to go to, getting fitted for a suit.

He said, "I had never seen a black man in there before, much less being fitted for a suit." Of course, he looked like a model for these suits. So he became a bit of a dandy. He's was a vain man. He knew he was a handsome man. He knew the image that he cut. He liked fine things. He was incredibly neat about his things, and he cared for them. That was the dandy side of him.

### **Flattery as a technique**

Observers of Mandela often noted the technique of flattery he had. On one level it was probably entirely natural, but on the other hand he clearly used it as a method of disarming people.

According to Sampson, "It's like everything was both ways with him. It was genuine and it was calculated. I'd seen him do things where he would run into a journalist that he hadn't seen in a long time, and he'd run up to him and say, "Joe, remember me?" and there was something honest about it.

"He had this combination of great self assurance and some insecurity, which comes from when he was a little boy and when he first went to Johannesburg. So these two things work together.

"He was incredibly susceptible to flattery and compliments himself. It was a kind of unerring missile into him, to flatter him, because it confirmed in a way his sense of self-esteem. He was a master of using it and he was also disarmed by it at the same time.

Sampson was asked if he had noticed in Mandela an awe of intellectuals and professors.

"It's a function of what we were talking about a little bit in terms of flattery, as well.

"Mandela was very aware that academics were flattered to be considered important by men of the world like him. So he does did that. At the same time, he thought these people had a genuine achievement, they have genuinely done something.

"He was not an intellectual, although he could pass as one, and certainly he studied quite a lot, but he saw academics as having some genuine achievement in the world that he respected.

"But he also had a little bit of disdain a for intellectuals. Men of the ANC often did, because they were not men of action as they were."

## **Insecurities**

Sampson was asked about Mandela's insecurities. "I think in a strange way, was a kind of hero worshipper, he even talked about as a small boy, when he was in Qunu, and he told me a story once when we were walking in the hills around the town.

"He said this is where the white shop was. And he told a story about when he had come there one day to buy something for his father, and he said to me, "Oh, the white man, the white shopkeeper was like a god to me."

"Can you imagine hearing Nelson Mandela saying that some poor white shopkeeper in the Transkei was like a god to him? But he was being genuine.

"The insecurity comes from those days. No one, not even a god, cannot have insecurity raised in that circumstance, where you are automatically treated as something lower than low. So his curious mixture of self-esteem and self-confidence is balanced by some insecurity.

"When he first visited the U.S. he would come back and say to me, "Richard, I met Elizabeth Taylor today. Can you imagine? I was talking to Elizabeth Taylor."

"When he met Sophia Loren he said, "Ooh, we used to watch her movies on Robben Island, and there I was, talking to Sophia Loren."

"He was awed. And doubtless she was awed with him, but it's a lovely quality. It's a boyish quality that he never ever lost. When he met Bill Clinton, he adores meeting the president of the United States, he is in awe. It was that little boy from the Transkei at some level saying, "I am talking to the president of the United States."

**5.**

# **KNOW YOUR ENEMY**

“No one is more dangerous than one who is humiliated.”

**Nelson Mandela**

Translated into Nelson Mandela's beliefs, knowing your enemy meant learning a new language. In the 1960s, Nelson Mandela started learning Afrikaans, the language used by the South Africans that were responsible for apartheid. "He knew that one day he would be fighting them and either way, his destiny was tied to theirs", according to Anthony Sampson in Time magazine.

On the other hand, the lesson Steve Tappin learned from Nelson Mandela was never to humiliate the opposition. As the leader used to say, "No one is more dangerous than one who is humiliated".

An important leadership lesson we can learn from Mandela, is always keep your enemies close. Just as Mandela learned Afrikaans so that he could understand their viewpoint, he also invited his enemies to dinner and treated them with respect.

According to Anthony Sampson, "Mandela believed that embracing his rivals was a way of controlling them". Keeping an eye on your enemies does not make you insecure when it comes to leadership; it means that you are paying enough attention to the world around you.

Some readers, particularly those who have studied management, may be familiar with the writings of Sun Tzu, a 6th century BC Chinese general, military strategist, and author of *The Art of War*, an immensely influential ancient Chinese book on military strategy.

Sun Tzu wrote with great perception all that time ago, "It is said that if you know your enemies and know yourself, you will not be imperiled in a hundred battles; if you do not know your enemies but do know yourself, you will win one and lose one; if you do not know your enemies nor yourself, you will be imperiled in every single battle."

There are variations on this such as, "Know your enemy and know yourself, find naught in fear for 100 battles. Know yourself but not your enemy, find level of loss and victory. Know thy enemy but not yourself, wallow in defeat every time."



Another of Sun Tzu's observations was, "It is the rule in war, if ten times the enemy's strength, surround them; if five times, attack them; if double, be able to divide them; if equal, engage them; if fewer, be able to evade them; if weaker, be able to avoid them.

"For to win one hundred victories in one hundred battles is not the acme of skill. To subdue the enemy without fighting is the acme of skill."

Variations on this include, "Hence to fight and conquer in all your battles is not supreme excellence; supreme excellence consists in breaking the enemy's resistance without fighting.

"The best victory is when the opponent surrenders of its own accord before there are any actual hostilities... It is best to win without fighting.

"Engage people with what they expect; it is what they are able to discern and confirms their projections. It settles them into predictable patterns of response, occupying their minds while you wait for the extraordinary moment — that which they cannot anticipate.

"What the ancients called a clever fighter is one who not only wins, but excels in winning with ease.

"He who is prudent and lies in wait for an enemy who is not, will be victorious."

Sun Tzu's also observed, "In the practical art of war, the best thing of all is to take the enemy's country whole and intact; to shatter and destroy it is not so good. So, too, it is better to recapture an army entire than to destroy it, to capture a regiment, a detachment or a company entire than to destroy them."

Some variations on this include, "It is best to keep one's own state intact; to crush the enemy's state is only second best.

"Thus, what is of supreme importance in war is to attack the enemy's strategy."

Wonderful lessons for business leaders, managers and marketers from Sun Tzu, contained *The Art of War*, an immensely influential ancient Chinese book on military strategy.

Instead of a 'take no prisoners' attitude adopted by many people in business, leaders need to understand their rivals (enemies) and win the day with minimal casualties and costs

### **Jousting With The Enemy**

According to Sampson, from the beginning of his time in prison on Robben Island, Mandela was preparing to joust with the enemy on the level of negotiations.

"He was living one day at a time in one way, and he was thinking, "How do I, as a man, as a human being, get through this?" And there was the living one day at a time. There was also the, "I am thinking far ahead. I plan far ahead."

"One side of maturity, one thing that he learned in prison, was you set your sights in the far distance, and he did. I am not sure that he was conscious of it in the very beginning.

"But fairly soon he was when he decided to learn Afrikaans, when he decided that he needed to have some kind of relationship with those guards. In a strange way, he realized, and it may be even unconsciously that the relationship between him and his Afrikaans guards, was a microcosm for the whole South African experience.

"If he could somehow come to some modus vivendi with his guards, then he could maybe bring South Africa to the promised land. So he realized that and it's the same--the personal becomes the political with him as a theme that's been throughout his entire life.

"The genius, in a strange way, of Nelson Mandela is that he was able to transfer the personal to the political. We ordinary folk might feel personally angry, aggrieved if somebody does something to us, don't think about it in a larger context.

"He managed to, at some point, think about it all in a larger context. Not take it personally. Even though he so often was

personally offended and harbors a tremendous amount of bitterness, which he has managed to shield and protect.

“But he didn't, at the end of the day, take it personally. He realized it wasn't directed at me personally. If it is directed at me personally, think how much worse it is for everybody else.”

Prison was the crucible that molded Mandela's character. That gave him patience, that gave him the ability to see things in the round, that gave him the ability to deal with the enemy, because he was living on intimate terms with the enemy, in a way that he never had before.

Because the guards controlled his life and they were intimate inhabitants in the same rats nest as many called it. So he had to learn to live with those people.

Mandela learned Afrikaans in prison, a precise, very scholarly Afrikaans. He would often, when telling stories about prison, say something in Afrikaans, and then he would take a pad and painstakingly write it out in his big capital letter print.

One time when the warders used the word for "stomach" saying to one of the prisoners, "You will lose that big stomach when you are in here." They used the Afrikaans word for stomach that applies to an animal, not a man.

Mandela was very precise in the way he spelled it out for the person he was speaking to, and explained the distinction between the word you use for stomach for a man, and stomach for an animal. That was the way he learned Afrikaans. He wanted to make sure that he understood the language of the enemy. That he could speak it.

One of the things that Robben Island taught Mandela in a way that he hadn't learned in the outside world, was that if he maintained his dignity, if he insisted they are treated the way a man should be treated, and he could bend the authorities on Robben Island to his will, which he did.

Then he thought, "This can work in the outside world. These are the most unrepentant racists in the world, and if they can treat me with dignity, and be taught to treat me with dignity," as he did teach them, then he realized he could do it in a larger way. The personal became political, then he realized he could do it in a larger way. The personal relationship with his jailers, he could recapitulate in the wider world.

In prison there were people who felt that, particularly later as the talks began, that he was a sell-out. Even before the big talks began, he was having talks with jailers about whether they would have soup for dinner, and what kind of shoes they would have, and what kind of books they could have.

One of the reasons the negotiations began was that Mandela was so much in the habit of negotiating with the jailers, but about all this minutia, not about the new dispensation, but about whether they could have books with the word "war" in the title, and all of these silly things that he was talking to them about. He got used to negotiating with the Afrikaner through all of these years of these small petty negotiations, which he did all along, and became a genius.

### **Dignity**

Mandela hated indignity, and he loved being treated with dignity. Sampson recalls how, "Mandela spoke of P.W. Botha with such veneration, such affection, and the reason why, this miserable nasty man, who caused as much suffering as anybody else, Nelson Mandela talked to him like an old buddy.

"Why? Because the day that he met P.W., P.W. walked half-way across the room with his hand out to shake hands. Well, Mandela just thought that was the greatest thing. P.W. had acted like a gentleman, had treated him like a gentleman.

"That means so much to him. Again, that's one of his weaknesses in a way, that just as he is susceptible to flattery, he is susceptible to

being treated this way and thinking that ... he must be a good man. He's treating me like an equal. Well, we know that's not true."

### **Resolving Conflict**

Mandela refused freedom in return for renouncing armed struggle. He suffered for decades in peaceful protest, locked up in South Africa, while the international condemnation of apartheid grew and sanctions eventually weakened the economy.

He offered dialog, from his prison cell, to those who suppressed his beliefs and removed his freedom. He was even taken to meet President Botha and, later, his successor President de Klerk.

For the four years after his release from prison, Mandela coordinated a "negotiated revolution". In office, he showed magnanimity. He invited his prosecutor to lunch and even appointed one of his old prison chiefs as Ambassador to Austria.

His tolerance was astounding and his leadership style enabled South Africa to unite.

### **Treat the losers with dignity and turn them into partners**

In 1989, apartheid South Africa suffered from racial violence and a faltering economy at home, while it was shunned abroad. The continuing struggle between the black and white populations seemed like a recipe for mutual destruction, similar to Israel and Palestine.

The arrival of new president F.W. de Klerk finally presented Mandela with a more pragmatic political opponent, who was minded to free him from prison.

For years, Mandela had stood for freedom from oppression. How to approach his captor and would-be liberator?

Mandela's lawyer George Bizos explained the thinking: "Let's help him. Let's not keep him in his corner by calling him an oppressor. Even the term can become such a stigma." Mandela

helped de Klerk to, “move from that concept called oppressor to that of a partner”.

Mandela understood that in a negotiation, both sides have to gain. There must be no winners and no losers: the South African people as a whole must win.

Learning the lessons from Germany at end of the First World War, he believed, “You mustn’t compromise your principles, but you mustn’t humiliate the opposition. No one is more dangerous than one who is humiliated.”

The process through which Mandela managed to free himself, end apartheid and create a new South African constitution was testament to his tremendous generosity of spirit.

George Bizos says Mandela believed that, “We don’t have to be victims of our past, that we can let go of our bitterness, and that all of us can achieve greatness... he did it not through beating anybody down; most people wouldn’t have the forgiveness to do that sort of thing.”

Nelson Mandela’s great humanity was demonstrated by the huge gesture of introducing his jailers as honoured guests at his inauguration and appearing on the rugby field in a Springbok uniform during the World Cup. He also turned his family’s heartbreak into a call to confront HIV/AIDS - that revealed the depth of his empathy and his understanding.

6.

# ALWAYS REMEMBER TO SMILE

“Keep your friends close, but hug your enemies  
even closer.”

Nelson Mandela kept smiling. He did so despite his inner battles or beliefs and even when he brought people together through the 1995 Rugby World Cup or ran for presidency in 1994, he knew that symbolism is more important than facts or words.

Even in the 21st century leaders still face hardships, but connecting with the people and allowing them to see that you have everything under control is the easiest way to become a respected leader.

### **Walk The Talk**

‘Walking The Talk’ has become almost a hackneyed management phrase that is supposed to encourage managers and leaders to get out amongst their staff and get to know the problems they face in their workplace.

Nelson Mandela took ‘Walking The Talk’ to a new dimension as Sampson relates. “When I was with him in the Transkei, I used to get up with him very early to take these incredibly long walks around the hillsides near his house in Qunu.

“He was a very early riser, as he always told you, and I was not a very early riser. So he would always tease me about how tired I was and that maybe I had to stay up all night in order to get ready for the walks that began at 5:30. And this was the most wonderful part of his day.

“He wouldn't have breakfast. He would leave his house at 5:30, surrounded by these body guards, and it was quite cool in the morning in Transkei, and he would pick a direction to go from his house there, that he remembered from when he was a boy.

“He would follow those paths, and we would always come within about a half an hour to some tiny little village. And this was the most remote place on earth, and at 5:30 or 6:00 in the morning, he would knock on the doors of these rondavels and say, “Good morning.”



“In some ways, he's a very impatient man, but in negotiations, in politics, he's enormously patient and part of that comes from his upbringing as a boy and seeing how the chief listened to what everyone had to say.

“What was amazing to me, was that almost half the time, the people didn't know who he was. They thought he was some visiting chief, maybe. I remember one morning he got this lady up, woke her up, and she started bawling him out in Xhosa.

“Then suddenly a little light went off in her head, and she said, “Oh, you're the man in the newspaper.” It really was extraordinary. People didn't know who Nelson Mandela was, and he reveled in the fact that they didn't know who he was.

“This was his way of investigative reporting almost ... he wanted to know how the people were living. This was enormously instructive for him. At the same time, it helped him keep this kind of chiefly role that he felt he had over the area around his house, where he was born.

“It was enormously instructive about him ... he'd give a speech somewhere at some little village. No one spoke English there. He spoke in Xhosa.

Nelson had a wonderful sense of humor in English, but when he was speaking to the people in Xhosa, it was as though there was a comedian up there.

“They were laughing. They were rolling in the aisles just all the time, and I always thought there is a different personality that he has speaking in Xhosa than speaking in English. He's much more sort of proper in English. He's much more kind of 19th century English gentleman in English, because of course that's the English he really learned ...

### **Embrace Your Enemy**

One of the things Mandela realized in prison, certainly towards the end, when the view of what the future might hold was getting closer, he realized that if the country was going to work in any way, there had to be a reconciliation between white and black.

If he was going to be the mass leader, he had to spearhead that reconciliation, and the way to do that was to embrace his enemy. As a leader, Mandela embodied that wonderful Mafia dictum that goes: Keep your friends close, but hug your enemies even closer.

He was a genius at that. The people that really were threatening to him, he put his arm around and embraced, and acted as though they were brothers, bonded for life. He remembered you can't stab someone from in close.

That was what he realized about dealing with whites. That he had to be the symbol of reconciliation. And he had to say, let bygones be bygones. Let's forget the past.

Many observers thought Mandela was haunted by the past, though he knew that if South Africa was to move into the future, people had to forget the past.

He had tremendous, tremendous bitterness about the way he was treated in all kinds of ways, but his great achievement as a leader, was the ability to hide that bitterness. To show the smiling face of reconciliation, not the frown of bitterness and lost opportunity.

### **Regrets**

You ask any great man, any public man, "Do you have any regrets," Anthony Sampson wrote and, invariably they say, "Oh, of course, I have no regrets, no regrets at all."

"You ask that to Nelson Mandela, and you're there for the afternoon. He has hundreds and hundreds of regrets. That's what makes him a big man, that he is able to have regrets. But the public figure acts like it's all perfect.

“He was always a master of imagery. He always looked right for the part. That's true of most great politicians, incidentally, but it was most striking in his case.

“I remember when he launched the Defiance Campaign ... he was the volunteer-in-chief, and there he was in a long military overcoat, supervising, looking every inch the sort of, as it were, the paramilitary man. Very imposing.

“The fact that he always looked right and that his smile, which was almost too good to be true, that wide, wide smile, seemed like a sort of showman's smile, perhaps.

“You just wondered whether that wasn't as a politician as opposed to the real man. These were, I think, thoughts that many people shared, black as well as white.”

**“Every time you smile at someone, it is an action of love, a gift to that person, a beautiful thing.”**

***Mother Teresa***

**All people smile in the same language.**

***Proverb***

7.

## SHADES OF GREY

“Every time Nelson Mandela walks into a room we all feel a little bigger, we all want to stand up, we all want to cheer, because we’d like to be him on our best day.”

**Bill Clinton**

Nelson Mandela teaches us a great lesson, the fact that life is never either/or. Decisions are complex and there are always competing factors.

As a politician, Mandela was accustomed to contradictions, but the most important question he asked himself was, "What is the end that I seek and what is the most practical way to get there?"

From the moment Mandela became president he introduced both white and Indian colleagues in his fellowship, because he believed that a 'rainbow cabinet' was the best choice for South Africa. There was no black or white when it came to leadership.

### **Why not both?**

Anthony Sampson was asked, "Had Mandela been executed, contrary to his naive optimism, what do you think the assessment of him would have been?"

He responded, "Had Nelson Mandela gone to the gallows, as he could easily have, he would be more or less a footnote in ANC history.

"This man of great potential, a firebrand, passionate advocate who started Umkhonto we Sizwe, the army, and he would be remembered for that. He might even be remembered as a military man, strangely, rather than as a man of peace.

"Because his career in a strange way, even when he went to prison in 1943, it was still the beginning of his life in a way. He still hadn't really matured--a word that he loves to use. I think historians would look at him as a footnote, as a firebrand.

Sampson was questioned further, "You use the word mature. Is that because during those 27 years in prison, he did indeed mature, and he emerged a different man? ... If you agree with that premise, that he grew--in what sense did he do so most obviously?"

Sampson gave an interesting answer, "I remember once when we were walking in the Transkei, and I used to try to do sort of double duty and ask him questions while we were walking, even though he

didn't like it. He just wanted to be able to tell stories, and not really work on the book at all. I don't really remember what the question was, [but] I said, "Madiba, is the reason A or is the reason B?" And he looked at me like I'd asked the silliest question in the world and he said, "Richard, why not both?"

"There were so many times when I was talking to him and interviewing him, and in effect his answer was, "both." It's never just one reason, or this or that reason. It's always some combination, and what happened to him on the island, in a way, is that he began to see things in the round, in three dimension. He began to see things that it was both ways.

"Nobody is all good or all evil. Nobody operates purely out of selfish motives, or purely out of unselfish motives. It gave him a more rounded view of humanity and life. That's what maturity is. That, in fact, in some ways, is his maturity. That he sees things from both sides, and that really happened, for all kinds of reasons, on the island.

"The man, that firebrand as a young man, didn't see things in the round at all. The man who walked out of prison, who says, "I came out mature," saw things from both sides.

### **Everybody feels bigger in Mandela's presence**

Time and again people commented on Mandela's strong personality, saying that had an aura about him. Fêted by crowds around the world, Mandela mixed politics and show business and was sometimes criticized for prioritizing social engagements with the Spice Girls or Michael Jackson over a visiting head of state.

Adoring crowds did not faze him: "I am not very nervous of love, for love is very inspiring." Mandela was also a man of intrinsic humility, with the ability to laugh at himself. "I'm only here to shine her shoes," he said when meeting Whitney Houston.

At a White House reception for religious leaders, Bill Clinton paid an emotional tribute to his guest: "Every time Nelson Mandela walks

into a room we all feel a little bigger, we all want to stand up, we all want to cheer, because we'd like to be him on our best day."

### **Chairman of an English 19th century gentlemen's club?**

Some people commented that in another life Mandela could have been chairman of an English 19th century gentlemen's club with his English gentleman persona.

It has been said that Mandela was a combination of an African aristocrat and an English gentleman. The English gentleman was the beau idéal for him that he had learned as a child at school. In a strange way because he lived in a bifurcated world, a black world and a white world. In the white world, he was an English gentleman. That was the way to be. That was the best way for an African to be.

In the African world, he was a chief, which isn't that different than being an English gentleman, but you wear a different costume, you speak in a different way.

His Englishness came from his sense of this, the way a man of the world, in the wider world, in the white world, had to behave. He was a perfect gentleman.

### **Host or Guest?**

There is a wonderful Max Beerbohm essay called "Hosts and Guests," where he divides the world into those people who are naturally hosts, and those who are naturally guests. Nelson Mandela was a natural host, and some, though not too seriously, considered him the world's worst guest. He was a host wherever he was.

In his house in Victor Verster, he could really be a host. "Would you like red wine or white wine?" He'd never served wine before, but he loved serving wine to his guests. He had a cook.

"Would you like an omelet or would you like a tuna fish sandwich?" He loved that. He was the master for the first time in so many years.

Even though in a strange way while in prison, he was the host of Robben Island. He was the man that they all revolved around. He became a host because he could never be a guest.

You can't be treated with indignity if you don't allow yourself to be treated with indignity. You can't not be a host if you don't allow yourself to not be the host. That's the way he always was.

### **George Washington and Nelson Mandela**

Richard Stengel was asked about the similarities between George Washington and Nelson Mandela.

He replied, "The parallels between Mandela and Washington are many also. The key one being size. People were awed by George Washington's size. He was almost 200cm tall in the 18th century. The same way they were about Nelson Mandela, and we forget now, as sort of modern man, how important that was, as a leader, as a wartime, as a maritime, as a military leader. That was important for both Washington and Mandela."

Stengel was asked, "Did Mandela tell you anything at all as to why he decided right from the word go that he was going to retire from the presidency after just one term?"

I asked him about that, and he has this lovely line that I've heard him use afterwards, "I don't think it's right for there to be an octogenarian president."

"But in fact, I think one of the most revolutionary and extraordinary things that he did, was in his inaugural address, he forecast the end of his presidency.

"That had never been done in the history of Africa before, and what it reminded me of is George Washington. George Washington who people wanted to make the king.

"Like they wanted to make Nelson Mandela the king. Mandela only served two terms. And there was no constitution at that time. He could have served an infinite number of terms. He said only two terms. It was a very kind of Washingtonian thing.



“The fact that he said that is the capstone of his brilliance and genius as a leader. That he forecast the end of his reign at the very beginning of it, and that changed the whole dispensation.

“There was no danger after that really of what's happening in the rest of Africa is going to happen here. Even though he was the most enlightened leader and even though, in a way, he is the benevolent despot that Plato said we should have. He said, “No, that's the end.”

“Washington was the indispensable man. And Mandela was the absolutely indispensable man in South Africa.”

8.

## **TAKING A STAND MEANS LEADING**

“Is he [the leader] truly devoted to his mission, or just seeking glory? Is he truly interested in the welfare of others, or simply building a flock for his own aggrandisement?”

Some might think that accepting they were wrong will alter the image of a fearless leader; however, Nelson Mandela teaches us that quitting does not make you a loser.

“Knowing how to abandon a failed idea, task or relationship is often the most difficult kind of decision a leader has to make”, Sampson remembers, referring to Mandela’s presidential choices and the way in which he chose to leave his position.

Doing the right thing is not textbook material, but leaders must know how and when to take a stand. Possibly the best explanation Sampson received regarding the person Mandela became after getting out of prison was also the simplest. “I came out mature,” he answered.

### **What kind of leader was Nelson Mandela?**

Rabbi Meahem Mendale Schneerson, epitomises many aspects of leadership in his book *Toward a Meaningful Life: The Wisdom of the Rebbe Menachem Mendel Schneerson*, “Is he [the leader] truly devoted to his mission, or just seeking glory? Is he truly interested in the welfare of others, or simply building a flock for his own aggrandizement? [A leader] inspires by love, not coercion...Genuine leadership must give people a long-term vision that imbues their lives with meaning; it must point them in a new direction and show how their every action is an indispensable part of a purposeful whole.”

Mandela once said, “It is better to lead from behind and to put others in front especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.” In many ways, Mandela was a mindful leader, having invested hugely in developing his self-awareness and managing his emotions. The truly mindful leader gets their own life in order first before engaging in advising others to do the same.

What a stark contrast Mandela's life was compared to the behavior of many political and business leaders today who take credit and want the limelight when things are going well, and blame others and avoid responsibility when things go badly. The predominant leadership style today in many organisations continues to be egocentric, aggressive, self-serving and lacking in empathy and compassion for others.

Nelson Mandela was a beacon of hope, and like Ghandhi before him, a shining example of what a leader can and should be. A man of great compassion and forgiveness and humility. He will be sorely missed, but as has been said, "When you live on the hearts of those you love, you will never die."

One of the greatest highlights of his leadership skill was demonstrated by his willingness to "stoop to conquer" during the 1995 Rugby World Cup finals played in Johannesburg between the South African team ("The Springboks") and their New Zealand opponents ("The All Blacks"). This turned out to be the defining moment in his presidency, as he deftly and wisely used the same sport that was hitherto the source of violent divisions to 'unify' his people. Before then, Rugby was regarded as an "Apartheid sport", which was played mainly by the 'whites' or 'Boers'.

The ANC had successfully spent years using rugby as a weapon against apartheid, leading to the great hurt of the international rugby boycott of South Africa during the apartheid era. Now, just a year into his presidency, the same leader of the ANC sought to use the same sport as a carrot, and he succeeded by using the Springbok team to unite a divided nation around a common goal.

The intense politicking and behind the scene maneuvers that took place to woo the predominantly black population to support the white man's sport and a team that could not even find space for a single black player is well documented.

However, Mandela succeeded and the slogan on the final day was: "One Team, One Country". That was the turning point for South

Africa. When Nelson Mandela, a black President appeared on the pitch in the green and gold jersey of the Springboks to shake hands with the players, it was to loud applause, cheers and singing. The “Madiba magic” was born.

At the end of the match, which South Africa won, President Mandela presented the Rugby World Cup to the captain with these words: “François, thank you for what you have done for our country.”

François Pienaar, the captain replied: “No, Mr President. Thank you for what you have done for our country.” As recorded in John Carlin’s book (“The Human Factor: Nelson Mandela and the Game That Saved South Africa”), “...there wasn’t a dry eye in the stadium...there wasn’t a dry eye in the country. Everybody celebrated. Every black township, every white suburb: one country at last”.

Nelson Mandela is not the only leader that has touched his country in a manner that brought unimaginable but desired changes. There are several others that have come before him, there are some others around now and there will be many others after him.

What makes Mandela so special was his natural gift and acquired skill of showing firmness, strength, courage and tact, but without any fuss, noise, threats and brashness.

That is the epitome of coach-leadership and the most vital key in inspirational leadership.

Coach-leadership is the ability of the leader to build the energy of other people around his own. Mandela demonstrated that the skill can be learnt and developed, especially with the right attitude and true commitment.

Current and aspiring leaders can similarly acquire the skill. We surely need more coach-leaders in virtually all spheres of leadership.

### **Shift perspectives through symbolism and shared experiences**

Through his example and presence, Mandela always led from the front. Like Gandhi or Churchill, he learned early how to build up and understand his own image.

His trademark colorful shirts mirror his exuberance and optimism while reflecting his tribal roots. The 1995 Rugby World Cup provided an even bigger stage for Mandela to fuse his own image with that of the new nation that he was trying to build.

### **How do you get 42 million people to tolerate one another?**

Rugby was traditionally a white man's game in South Africa, and the black majority population would routinely support the teams of opposing nations.

Mandela seized upon the PR opportunity of South Africa hosting the 1995 tournament to rebrand the Springbok team, whose kit took on the colors of the new national flag.

One team, one country, all would walk tall under the new flag. Mandela even demanded that the team learn the words of the new national anthem, 'Nkosi Sikelel' iAfrika', asking God to bless Africa for all of us.

Although the firm underdogs, the national team was able to beat the New Zealand All Blacks in the final – Mandela's single act of wearing the Springbok jersey was said to bring on side 99% of the white and 99% of the black South African audience, in a single stroke.

Team captain François Pienaar helpfully argued that this campaign was "respecting the people that we represented and what we could give back."

After the game, the team took a boat trip to the Robben Island prison, further adding to the national symbolism. "The world needs moments of great joy... the world needs to see that there are moments that we can live together," du Plessis said, adding: "Sport is the great leveler. [Our victory was inspired by] the father of this

nation, the one who inspired to come together when we never ever believed that we could do it. That's called leadership."

The other big shared experience designed to bring together opposing factions was the creation of the Truth & Reconciliation Commission. This was about creating a public forum where people could confront their former aggressors, make their voice heard and get to the truth.

Mandela wanted to avoid the acrimony of the Nuremburg trials, which he felt had turned into a vengeful witch-hunt. Instead, this was "soft vengeance... the triumph of a moral vision of the moral world."

### **Mandela's Failings**

Anthony Sampson was asked, "What do you think Mandela's greatest failing was?"

"I've always thought that his flaws were the flip side of his virtues and his virtues, in a way, are the flip side of his flaws. So that one of his failings was that he was a little bit naive, that he trusted people too much.

"But that's the flip side of being generous and generous-spirited. So I think that he didn't always see the dark side of people, didn't always see the ill consequences that might happen. But again that was what was necessary at the time. That's what history needed, that's was one of his great weaknesses."

### **Was Mandela A Saint?**

When Sampson was asked if he considered Mandela a saint he replied, "No. I don't think he's a saint. Lord Acton once famously said that great men are rarely good men. There is no doubt that Nelson Mandela was a great man. But in some ways, you could dispute the case as to whether he was a good man. It is irrelevant whether he was a good or bad man.

“He was a great man, who did great and good things. In a way, it doesn't matter. You could say he's a bad man, because look at the way he treated his family. Look at the consequences for his family. Nobody would say that's a good thing. We chastise people for that all the time.

“So I don't think he was a saint in any way, shape or form. He seems like a saint because he's a relentlessly pragmatic man, who did something great in a world where there isn't moral clarity. There was moral clarity in South Africa. There were good guys and bad guys. He was on the side of the good guys. He was on the side of the angels. So he seemed like a saint. But he was no saint.

“The great untold struggle and the great untold achievement of Nelson Mandela was not his struggle against the white government or apartheid. It was his struggle within the ANC in his last few years in prison and his first few years out.

“There was tremendous, tremendous antagonism to him. People who thought he might have sold out. People who thought that he was too inflated with himself. There were so many rivalries, and there were so many people who were conspiring against him.

“He was very depressed in those first couple of years, because he really thought for a while that he wasn't going to make it as the leader of the ANC. That he was this paper tiger, a kind of figurehead, and he figured out a way there.

“The fact that people like Govan Mbeki, the last few years in prison, were telling people in Lusaka, "He sold out. He defeated. He's yesterday's man." And Govan wasn't the only person saying that. In Lusaka they had no idea of really what was going on ... and he had to combat that.

“I think his incredible strength was the battles he had to win within the ANC, just to be the leader of the ANC. Because those are tough guys. As tough as the guys he was battling against at the same time in the National Party. His great achievement is that he managed



to solidify his power within his own party. Those were dangerous, dangerous times for him.”

**Leaders at all levels need to learn to acknowledge the past and draw a line under it. Then, through shared experiences, they must forge a powerful new purpose that people can connect to and believe in.**

9.

# THE MANDELA LEGACY

Nelson Mandela.  
Ambassador of peace.  
Symbol of struggle.

Sampson was asked, If you had to summarize Mandela's achievements, as president, within the terms that he would define his objectives, what would it be?

He replied, "I think, myself, it is the classic achievement of the liberator, which you would associate with people like Washington or Lincoln or some of the great military leaders ... [he's] clearly, of course, not really a military leader.

"It wasn't a liberation by conquest. That's what makes the story more interesting. It's like a cross, if you like, between Gandhi and Washington. The idea being the unifying element itself was terribly important.

"He was influenced by both Gandhi and by Nehru into feeling that you could create that sense of national unity and self respect and idealism, without resorting to force to achieve it.

"Even though he wasn't, by no means, a pacifist, there was always that element of not wishing to be the military conqueror, which of course would have been a far bloodier path. But I think it is as a unifier, as a liberator, and above all as a multi-racial ...

"What is striking to me is that fact that he is both a realist and an achiever in the multi-racial element. He has never thought, like so many people on the left have thought, that you could have an ideal sort of raceless society.

"He has always been very conscious of people's need to have a community which tends to be their own race, and to belong to that. He has never thought that you would have this idealistic conversion where people don't notice race.

"At the same time, he's achieved more in terms of multi-racial cooperation than most people thought possible--in his own cabinet, in his own government.

"And his own lifestyle, where he sometimes doesn't seem to notice what color anybody is at all. His friendships show no apparent discrimination, whatsoever. So that's what appeals to the world so much at the moment, to people like Blair or to Clinton or

to other world leaders is his ability to be above race, not to be a great sort of campaigner or battler, no great anti-racist crusader, which is much less effective.

“But to somehow appear to be above the whole scene. That's where his own life makes such good sense.”

From political posters to bottles of wine and kitchen aprons, the face and name of Nelson Mandela are a potent commercial and political brand in South Africa. Little wonder it's so sought after - and the source of occasional squabbles.

Following his death in December 2013 at the age of 95, the scramble for control of the Mandela legacy - both financial and moral - will involve his family, the ruling African National Congress, and the Nelson Mandela Foundation he set up to protect his broader message.

At stake is the inheritance that will go to Mandela's more than 30 children, grandchildren and great grandchildren, some of whom already use the Mandela name and image to market everything from clothing to reality TV.

There are also the Mandela brands and trademarks that help fund the Foundation. And for the ANC, Mandela's reputation as an anti-apartheid hero is worth votes for years to come.

There are no available public figures of Mandela's wealth, making it difficult to put an exact value on his estate, which includes an upscale house in Johannesburg, a modest dwelling in his rural Eastern Cape home province, and royalties from book sales including his autobiography "Long Walk to Freedom".

Several South African branding experts have declined to estimate the annual value of Mandela's trademark and brands.

Maintaining control over the copyrights is already a difficult business; protecting the Mandela brand may be even harder now that he is gone.

"The beauty of the Nelson Mandela brand is that it has been lived by him exactly as it has been presented by him. His behaviour is his brand," said Jeremy Sampson, the executive chairman of Interbrand Sampson de Villiers.

"In the rush to commercialise it, we run the risk of watering down or destroying the good that the brand stood for purely with the crassness of finance," he added.

Mandela divided the management of his legacy between a series of trusts to handle his finances and the Nelson Mandela Foundation, which serves as custodian of his wider moral legacy.

In total, he set up about two dozen trusts, mostly to pay for the education of his grandchildren and great grandchildren.

A legal tussle between Mandela's long-time friend, lawyer George Bizos, and two of Mandela's daughters became public in 2013 as the daughters sought to have Bizos and other Mandela associates ousted from companies set up to sell his handprint for use in art and memorabilia.

According to an affidavit filed by Bizos and the others, the two daughters, Makaziwe Mandela and Zenani Dlamini, had been trying to gain control of the main Mandela Trust since 2005 and eventually became trustees without Mandela's knowledge.

Mandela became angry when he found out what the daughters had done, Bizos and the other associates said in the affidavit.

"Mr Mandela was shocked and used a common expression 'Good Lord!' He was most infuriated and wanted to know what had happened."

A portion of the revenue from the Foundation's 46664 clothing line - named after Mandela's prisoner number on Robben Island - and the artworks also goes to pay for family members' education, according to Bizos.

"The trust has adopted the procedure of requiring the applicant for money to furnish an invoice," Bizos said, adding that every request accompanied by proper paperwork has been granted. But

some family members have asked for a lump sum payment of 12 million rand (\$1.27 million), he added.

Such demands fuel the notion, widely held in South Africa, that some of Mandela's children have exploited their father. Makaziwe, Mandela's eldest daughter, bristles at that.

"This is what we are, in a sense, entitled to, that my father worked for, and he did it with his own hands to create something for the welfare and upkeep of himself and his children," she told the *Financial Times*.

"If everybody wants a little bit of the Madiba magic, why is it so sacrilegious for the rightful owners ... to use the Madiba magic?" she said, referring to her father by his clan name.

### **Marketing a memory**

The Nelson Mandela Foundation, which runs the Nelson Mandela Centre of Memory in Johannesburg, was set up as the official custodian of Brand Mandela. It owns more than a dozen copyrights and trademarks for Mandela, which it uses for fundraising and charitable works.

As well as the "46664" number, its copyrights include the "Nelson Mandela" name, the clan name "Madiba" by which he is widely known, and "Rolihlahla", which was Mandela's given name.

Income those brands generate - "46664" runs as a charity that sells wristbands and mobile phone starter packs, for instance - helps pay for the running of the Foundation's Centre of Memory, which is the main research and archive centre for Mandela, and which often spoke on his behalf as his health faded.

In all, the foundation had net income of 22 million rand in 2012 and assets of 290 million rand. In 2011 net income totaled 33 million rand and assets came to 262 million.

It paid Mandela 2.8 million rand in 2011 and 2.9 million rand last year for the book it published with his help called *Conversations*

*with Myself*, which was a follow-up to his autobiography *Long Walk to Freedom*.

"We do not commercialise our trademarks, however we do undertake publications like *Conversations with Myself ...* for educational purposes," said Heather Henriques, intellectual property and governance manager at the Centre of Memory.

Separately, the Nelson Mandela Children's Fund has rights to use the Mandela name for fundraising. Between 1995 and 2012 the fund brought in 1.2 billion rand in income and paid out 462 million rand in grants.

### **Not like Coca-Cola**

Not everything that uses Mandela's name was sanctioned by him.

There are at least 40 companies officially registered with the South African government that use the Mandela name. The companies appear to have no link to either Nelson Mandela, any of his relatives or any geographic area that has the Mandela name. The list includes the Gandhi-Mandela Nursing Academy, Mandela Truck Shuttle Services, Mama Mandela Marketing Company, Thanks Mandela Toiletries and Mandela's Shed, a restaurant.

The "Madiba" name has been used by more than 140 registered companies, including Madiba Truck Stop, Madiba Wines, Madiba's Driving School, Madiba Chickens, Madiba Cash and Madiba Bottle Store.

The foundation may own the website "nelsonmandela.org", but "mandela.org" belongs to a Brazilian, who told Reuters he is using it for a personal project, which is a tool for computers.

There are also regularly scams where fake charities use Mandela's name to raise funds. The South African government in mid-2013 issued a statement warning people not to be duped by such groups.

Against all this, the Mandela Foundation picks its battles with care, only rarely suing firms that use his name of image.

The brand Nelson Mandela is not like the brand Coca-Cola. It's huge, it's complex, there are many sub-brands within that brand. We implement protections in a relatively small space," said Verne Harris, the director and archivist at the Nelson Mandela Foundation.

"Madiba has given permission for his name to be used by close to 50 institutions around the world. Only in the last decade there was a system put in place for managing that and a set of criteria applied and then a code of conduct developed for those institutions to subscribe to," Harris said.

Because copyrights are owned by the person who creates the work - and not the subject - copyright law does not prevent the depiction of Mandela's image on T-shirts or other items, said Likonelo Magagula, an intellectual property attorney at law firm Norton Rose Fulbright in Johannesburg.

Trademark lawyers also say there is little to stop family members using the Mandela name, as long as they link the name to themselves and not exclusively to Nelson Mandela.

Makaziwe and one of her daughters have launched a "House of Mandela" range of wines, even if Mandela himself once said he did not want to be associated with alcohol or tobacco.

Some of his grandchildren have started a line of caps and sweatshirts that feature his image under the brand "Long Walk to Freedom," borrowed from the title of his autobiography, while two of his US-based granddaughters starred in a reality television show called *Being Mandela*.

### **Bigger than the ANC**

The other group keen to use Mandela's image is the ruling African National Congress.

After Mandela was imprisoned in 1964, the ANC made a conscious decision to use him and his young wife Winnie as symbols of the struggle against the racist government - the first time the party had chosen to elevate the individual above the collective.



When Mandela walked out of prison in 1990, he became a figure of reconciliation, calming the white minority who had been told for years he was the terrorist face of the "swart gevaar", or "black danger".

"The ANC made the brand and the brand became bigger than the ANC," author and political analyst William Gumede said.

"Unfortunately, a lot of rank-and-file ANC leaders right now see Mandela as their own, rather than as belonging to the whole of South Africa and the broader world."

When President Jacob Zuma visited Mandela at his Johannesburg home in April 2013, some in the Mandela family accused the current president of manipulating a frail old man to shore up his own battered image.

Makaziwe called news footage from that visit showing her father resting his head against a pillow and staring vacantly as Zuma grinned beside him "undignified and in bad taste".

The ANC defended the visit. Mandela "belongs to the ANC first and then to the whole country," ANC spokesman Jackson Mthembu told South Africa's *Sunday Times* newspaper.

Even the opposition Democratic Alliance, still seen by many as a party of white privilege, has laid claim to his legacy, using his picture in campaign material to the outrage of ANC members. With a general election due in 2014, both parties are likely to work hard to capture a slice of the "Mandela magic".

"We may be exposed to the sordid spectacle of different political parties turning Mandela into a prop," said Aubrey Matshiqi, a political analyst at the Helen Suzman Foundation, a public interest think tank.

"Turning him into a political commodity from which they can profit - that would be the worst insult, especially if political parties attach his legacy to lies that they want to tell the electorate to get votes."

10.

# GIANT OF HISTORY. MANDELA TRIBUTES

“While I will always fall short of Madiba’s example, he makes me want to be a better man. We will never see the likes of Nelson Mandela again.”

**US President Barack Obama**

World leaders, family, friends and thousands of mourners queued for hours to secure a seat in Johannesburg's FNB stadium to pay tribute to South Africa's anti-apartheid icon Nelson Mandela on December 10, 2013

Here is a selection of quotes from the speeches at the memorial service and from mourners attending the event:

"For the people of South Africa, for those he inspired around the globe — Madiba's passing is rightly a time of mourning, and a time to celebrate a heroic life," US President Barack Obama said in his speech at the memorial service, calling Mandela a "a giant of history ...

"In the arc of his life, we see a man who earned his place in history through struggle and shrewdness; through persistence and faith ... He accepted the consequences of his actions, knowing that standing up to powerful interests and injustice carries a price ... We will never see the likes of Nelson Mandela again. But let me say to the people of Africa, and young people around the world: You can make his life's work your own."

How well have I applied his lessons in my own life? It's a question I ask myself, as a man and as a President. *Barack Obama.*

Mandela family friend Andrew Mlangeni in his opening remarks said, Mandela "created hope where there was none." "He touched my heart, my soul, my life and those of the millions of South Africans."

"To him, life was all about service to others," said family member Gen. Thanduxolo Mandela. "He mingled with kings, queens and presidents ... At the core, he was a man of the people."

"Let us pay tribute to Nelson Mandela: The ultimate symbol of dignity and unwavering dedication to the revolutionary struggle, to freedom and justice, a prophet of unity, peace and reconciliation," Cuban President Raul Castro said through a translator.

"As Mandela's life teaches us, only the concerted effort of all nations will empower humanity to respond to the enormous challenges that today threatens its very existence," he said, appealing for a global Mandela-inspired spirit of unity.

Mr Mandela "taught by example. He was more than one of the greatest pillars of our time. He was one of our greatest teachers. He taught by example. He sacrificed so much ... for freedom and equality, for democracy and justice."

United Nations Secretary-General Ban Ki-moon

"He also was a source of inspiration for similar struggles in Brazil and across South America," Brazilian President Dilma Rousseff said through a translator. "His fight reached way beyond his nation's border and inspired young men and women to fight for independence and social justice."

"Mr. Mandela was the pride of the African people," Chinese Vice President Li Yuanchao said through a translator. "He has dedicated his entire life to the development and progress of the African continent."

"His life was just an extraordinary journey, from beginning to end, with such an effect, both on his own country, and on the rest of the world," former British Prime Minister Gordon Brown said before the service. "So, enjoy today, enjoy and celebrate what he achieved. We may not see his like again."

"I think Madiba would like us to celebrate and not be sad, to have smiles on our faces," said Muhammad Choonara, a 24-year-old

university student, said during the memorial. Madiba is Mandela's clan name that most South African use as an endearment when speaking about the former president.

"Mandela was a very humble man and he gave himself to the world. He sacrificed time with his family for us and for me. It is a privilege to be here, it is a humbling experience," said Dipolelo Moshe, 35, who works for a marketing company. She had a South African flag draped over her shoulders and was carrying a big photo of Mandela as she stood in line at the stadium.

"I would not have the life I have today if it was not for him. I'm here to show my gratitude to Madiba. He was jailed so we could have our freedom," said Matlhogonolo Mothoagae, 24, a marketing student, as she lined up to enter the stadium.

### **Barack Obama's full speech at Nelson Mandela's memorial "For nothing he achieved was inevitable"**

"To Graça Machel and the Mandela family; to President Zuma and members of the government; to heads of states and government, past and present; distinguished guests -- it is a singular honour to be with you today, to celebrate a life like no other.

"To the people of South Africa, people of every race and walk of life -- the world thanks you for sharing Nelson Mandela with us. His struggle was your struggle. His triumph was your triumph. Your dignity and your hope found expression in his life. And your freedom, your democracy is his cherished legacy.

"It is hard to eulogise any man - to capture in words not just the facts and the dates that make a life, but the essential truth of a person - their private joys and sorrows; the quiet moments and unique qualities that illuminate someone's soul. How much harder to do so for a giant of history, who moved a nation toward justice, and in the process moved billions around the world.

“Born during World War I, far from the corridors of power, a boy raised herding cattle and tutored by the elders of his Thembu tribe, Madiba would emerge as the last great liberator of the 20th century. Like Gandhi, he would lead a resistance movement -- a movement that at its start had little prospect for success. Like Dr. King, he would give potent voice to the claims of the oppressed and the moral necessity of racial justice.

“He would endure a brutal imprisonment that began in the time of Kennedy and Khrushchev, and reached the final days of the Cold War. Emerging from prison, without the force of arms, he would - like Abraham Lincoln - hold his country together when it threatened to break apart.

“And like America’s Founding Fathers, he would erect a constitutional order to preserve freedom for future generations - a commitment to democracy and rule of law ratified not only by his election, but by his willingness to step down from power after only one term.

“Given the sweep of his life, the scope of his accomplishments, the adoration that he so rightly earned, it’s tempting I think to remember Nelson Mandela as an icon, smiling and serene, detached from the tawdry affairs of lesser men.

“But Madiba himself strongly resisted such a lifeless portrait. Instead, Madiba insisted on sharing with us his doubts and his fears; his miscalculations along with his victories. “I am not a saint,” he said, “unless you think of a saint as a sinner who keeps on trying.”

“It was precisely because he could admit to imperfection -- because he could be so full of good humour, even mischief, despite the heavy burdens he carried -- that we loved him so. He was not a bust made of marble; he was a man of flesh and blood -- a son and a husband, a father and a friend.

“And that’s why we learned so much from him, and that’s why we can learn from him still. For nothing he achieved was inevitable. In the arc of his life, we see a man who earned his place in history

through struggle and shrewdness, and persistence and faith. He tells us what is possible not just in the pages of history books, but in our own lives as well.

“Mandela showed us the power of action; of taking risks on behalf of our ideals. Perhaps Madiba was right that he inherited, “a proud rebelliousness, a stubborn sense of fairness” from his father. And we know he shared with millions of black and coloured South Africans the anger born of, “a thousand slights, a thousand indignities, a thousand unremembered moments...a desire to fight the system that imprisoned my people,” he said.

“But like other early giants of the ANC - the Sisulus and Tambos - Madiba disciplined his anger and channelled his desire to fight into organisation, and platforms, and strategies for action, so men and women could stand up for their God-given dignity.

“Moreover, he accepted the consequences of his actions, knowing that standing up to powerful interests and injustice carries a price. “I have fought against white domination and I have fought against black domination. I’ve cherished the ideal of a democratic and free society in which all persons live together in harmony and [with] equal opportunities. It is an ideal which I hope to live for and to achieve. But if needs be, it is an ideal for which I am prepared to die.”

“Mandela taught us the power of action, but he also taught us the power of ideas; the importance of reason and arguments; the need to study not only those who you agree with, but also those who you don’t agree with.

“He understood that ideas cannot be contained by prison walls, or extinguished by a sniper’s bullet. He turned his trial into an indictment of apartheid because of his eloquence and his passion, but also because of his training as an advocate.

“He used decades in prison to sharpen his arguments, but also to spread his thirst for knowledge to others in the movement. And he learned the language and the customs of his oppressor so that one

day he might better convey to them how their own freedom depend upon his.

“Mandela demonstrated that action and ideas are not enough. No matter how right, they must be chiselled into law and institutions. He was practical, testing his beliefs against the hard surface of circumstance and history. On core principles he was unyielding, which is why he could rebuff offers of unconditional release, reminding the Apartheid regime that, “prisoners cannot enter into contracts.”

“But as he showed in painstaking negotiations to transfer power and draft new laws, he was not afraid to compromise for the sake of a larger goal. And because he was not only a leader of a movement but a skillful politician, the Constitution that emerged was worthy of this multiracial democracy, true to his vision of laws that protect minority as well as majority rights, and the precious freedoms of every South African.

“And finally, Mandela understood the ties that bind the human spirit. There is a word in South Africa - Ubuntu - a word that captures Mandela’s greatest gift: his recognition that we are all bound together in ways that are invisible to the eye; that there is a oneness to humanity; that we achieve ourselves by sharing ourselves with others, and caring for those around us.

“We can never know how much of this sense was innate in him, or how much was shaped in a dark and solitary cell. But we remember the gestures, large and small - introducing his jailers as honoured guests at his inauguration; taking a pitch in a Springbok uniform; turning his family’s heartbreak into a call to confront HIV/AIDS - that revealed the depth of his empathy and his understanding. He not only embodied Ubuntu, he taught millions to find that truth within themselves.

“It took a man like Madiba to free not just the prisoner, but the jailer as well to show that you must trust others so that they may trust you; to teach that reconciliation is not a matter of ignoring a cruel



past, but a means of confronting it with inclusion and generosity and truth. He changed laws, but he also changed hearts.

“For the people of South Africa, for those he inspired around the globe, Madiba’s passing is rightly a time of mourning, and a time to celebrate a heroic life. But I believe it should also prompt in each of us a time for self-reflection. With honesty, regardless of our station or our circumstance, we must ask: How well have I applied his lessons in my own life? It’s a question I ask myself, as a man and as a President.

“We know that, like South Africa, the United States had to overcome centuries of racial subjugation. As was true here, it took sacrifice -- the sacrifice of countless people, known and unknown, to see the dawn of a new day. Michelle and I are beneficiaries of that struggle. But in America, and in South Africa, and in countries all around the globe, we cannot allow our progress to cloud the fact that our work is not yet done.

“The struggles that follow the victory of formal equality or universal franchise may not be as filled with drama and moral clarity as those that came before, but they are no less important.

“For around the world today, we still see children suffering from hunger and disease. We still see run-down schools. We still see young people without prospects for the future. Around the world today, men and women are still imprisoned for their political beliefs, and are still persecuted for what they look like, and how they worship, and who they love. That is happening today.

“And so we, too, must act on behalf of justice. We, too, must act on behalf of peace. There are too many people who happily embrace Madiba’s legacy of racial reconciliation, but passionately resist even modest reforms that would challenge chronic poverty and growing inequality.

“There are too many leaders who claim solidarity with Madiba’s struggle for freedom, but do not tolerate dissent from their own

people. And there are too many of us on the sidelines, comfortable in complacency or cynicism when our voices must be heard.

“The questions we face today - how to promote equality and justice; how to uphold freedom and human rights; how to end conflict and sectarian war - these things do not have easy answers. But there were no easy answers in front of that child born in World War I.

“Nelson Mandela reminds us that it always seems impossible until it is done. South Africa shows that is true. South Africa shows we can change, that we can choose a world defined not by our differences, but by our common hopes. We can choose a world defined not by conflict, but by peace and justice and opportunity.

“We will never see the likes of Nelson Mandela again. But let me say to the young people of Africa and the young people around the world -- you, too, can make his life's work your own.

“Over 30 years ago, while still a student, I learned of Nelson Mandela and the struggles taking place in this beautiful land, and it stirred something in me. It woke me up to my responsibilities to others and to myself, and it set me on an improbable journey that finds me here today. And while I will always fall short of Madiba's example, he makes me want to be a better man. He speaks to what's best inside us.

“After this great liberator is laid to rest, and when we have returned to our cities and villages and rejoined our daily routines, let us search for his strength. Let us search for his largeness of spirit somewhere inside of ourselves.

“And when the night grows dark, when injustice weighs heavy on our hearts, when our best-laid plans seem beyond our reach, let us think of Madiba and the words that brought him comfort within the four walls of his cell: “It matters not how strait the gate, how charged with punishments the scroll, I am the master of my fate: I am the captain of my soul.”

“What a magnificent soul it was. We will miss him deeply. May God bless the memory of Nelson Mandela. May God bless the people of South Africa.”

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Jamie McIntyre - Author

## NELSON MANDELA WILL SURELY GO DOWN IN HISTORY AS ONE OF THE GREATEST ACHIEVERS AND LEADERS OF ANY PERIOD.

Despite being imprisoned for 27 years, upon his release he united a troubled country and managed to put an end to the dreaded long standing apartheid regime that was despised by the rest of the world. His ultimate achievement was to be elected as President of South Africa while inspiring people all over the world with his courage and humanity.

In this book I have looked at Mandela's life and the factors that made him so popular and successful. There are many lessons to learn from Mandela's leadership skills and achievements by people from all backgrounds, especially so for entrepreneurs and business leaders.

Mandela demonstrated a range of leadership skills across a wide spectrum. He showed how respect, concern, courage and compassion coupled with pragmatic idealism were key factors for achievement. He also understood that taking a stand meant he had to show leadership in that cause.

Mandela was also humble enough to realise constantly being in the spotlight did not make him an idealist. He was always pragmatic and idealistic in everything he did. Many world leaders remarked how everybody felt bigger in Mandela's presence. He possessed excellent people skills and was an excellent and generous host with the innate ability to use flattery as a technique to further his cause.

One of the things we can all learn from Mandela is the importance of knowing your enemy and collaborating with your rivals rather than wasting time, energy and resources fighting them. Mandela was especially good at resolving conflict, treating the losers with dignity and turning them into partners. A good lesson for people at all levels of life!

Nelson Mandela left the world a legacy that few others will ever match.

### What readers can learn from this book:

- The importance of goal setting
- **The importance of respect, concern, courage and compassion**
- The importance of mentors and role models
- **Every negative statement has its positive**
- Know your enemy
- **How Nelson Mandela evolved as a strategic leader**

**"Lead from the back — and let others believe they are in front." – Nelson Mandela**

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THIS BOOK REPRESENTS THE AUTHORS VIEW WITHOUT ANY OFFICIAL CONNECTION TO NELSON MANDELA



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