

# DORIS KEARNS GOODWIN

Teaches U.S. Presidential History and Leadership

masterclass

# •INTRODUCTION•

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“There’s something about history that I think everyone should love.”

—DORIS KEARNS GOODWIN

Doris Kearns Goodwin is a Pulitzer Prize–winning historian whose groundbreaking scholarship and keen insights have reshaped the way we view the American presidency. Her bestselling books about presidents in times of crisis and profound transition—including Abraham Lincoln, Theodore Roosevelt, William Howard Taft, Franklin Delano Roosevelt, John F. Kennedy, and Lyndon Baines Johnson—reveal how innate ability, learned experience, humility, empathy, and a flexibility of mind have shaped our greatest chief executives.

As a frequent commentator on NBC’s *Meet the Press*, and as a guest on PBS, MSNBC, CNN, and Fox News, Doris continues to play the invaluable role of giving long-term historical context to a 24-hour news cycle too often dominated by breaking news or the latest tweetstorm.

*Leadership In Turbulent Times*, Doris’ latest *New York Times* bestseller, draws from her presidential research to create a framework for effective leadership that all people can benefit from.

Doris’ love of history began as a child: She enjoyed giving her father play-by-play recaps of Brooklyn Dodgers games, and she listened intently to her mother’s memories of her own childhood. These experiences taught Doris that history is more than facts and figures—it comes to life with great stories told from beginning to middle to end. Whether it’s family memories passed down through generations or grander accounts of national struggles, history, Doris explains, “makes us feel who we are.” These insights are apparent across her critically acclaimed biographies of some of the United States’ most celebrated presidents, whom she often calls “my guys”—Abraham Lincoln, Theodore Roosevelt, Franklin D. Roosevelt, and Lyndon B. Johnson.



Doris' career as a presidential historian began unexpectedly. As a 24-year-old graduate student studying government at Harvard, she was selected to serve as a White House Fellow under the Lyndon Johnson Administration. The timing of the opportunity was a little awkward: At a dance held at the White House celebrating the new class of Fellows, Doris danced with the president, which wasn't unusual as there were only three female Fellows. But a few days after the program began, *The New Republic* published an article that Doris had coauthored weeks earlier calling for Johnson's removal from office over his handling of the Vietnam War. Many thought Johnson might dismiss her from the program. Instead, he asked that Doris be assigned to the White House, where she worked on the president's anti-poverty programs. Later, she accompanied Johnson to the ranch to assist in developing his memoirs.

Doris' many conversations with Johnson became *Lyndon Johnson and the American Dream* (1977). It was a *New York Times* bestseller and helped launch her career as one of our foremost presidential historians.

In the subsequent decades, she has written numerous books on the presidency and American political culture, as well as her love of baseball. Her 2005 Pulitzer Prize-winning *Team of Rivals: The Political Genius of Abraham Lincoln* was the basis for Steven Spielberg's epic film about Lincoln during the Civil War.

Doris' work has garnered numerous honors, among them the Pulitzer Prize in History, the Carnegie Medal, the Lincoln Prize, the National Endowment for the Humanities' Charles Frankel Prize, the New England Book Award, and the Carl Sandburg Literary Award.

*Welcome to Doris Kearns Goodwin's MasterClass.*

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## RECOMMENDED READING: DORIS' BOOKS

*The biographies Doris has written grapple with some of the most significant and perilous periods in American history.*

- ***Lyndon Johnson and the American Dream*** (1977) An intimate window into Johnson's charismatic character and pursuit of power in the context of the tumultuous 1960s, informed by Doris' tenure in the LBJ White House.
- ***The Fitzgeralds and the Kennedys: An American Saga*** (1987) A sweeping account of one of the United States' most influential political dynasties, from their arrival as Irish immigrants in Boston to the rise of Camelot.
- ***No Ordinary Time: Franklin and Eleanor Roosevelt: The Home Front in World War II*** (1994) The story of Franklin and Eleanor's marriage and political partnership, focusing on their shared mission of seeing the United States through World War II.
- ***Wait Till Next Year: A Memoir*** (1997) A series of reflections on Doris' childhood framed through her love for her family and her family's love of the Brooklyn Dodgers.
- ***Team of Rivals: The Political Genius of Abraham Lincoln*** (2005) An account of Lincoln's efforts to preserve the Union by building a cabinet composed of his former political opponents.
- ***The Bully Pulpit: Theodore Roosevelt, William Howard Taft, and the Golden Age of Journalism*** (2013) The story of the Gilded Age and Progressive Era told through a famous political friendship and the rise of the modern American press.
- ***Leadership In Turbulent Times*** (2018) Doris looks anew at the presidents she's studied most closely through the exclusive lens of leadership. The book is the culmination of five decades of studying presidential history.

### Connect With Your Fellow History Lovers

Want to discuss your favorite president's accomplishments or run some leadership questions by like-minded people? Head to community.masterclass.com to talk about all of it with Doris' other students.

# •LEADERS:

## BORN or

## MADE?•

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“Ambition is absolutely essential for success in any field.”

—DORIS KEARNS GOODWIN

Doris defines leadership as “the ability to use talent, skills, and emotional intelligence to mobilize people to a common purpose.” But where does this ability come from? As her research into the lives of some of our greatest presidents shows, the empathy, humility, resilience, and self-awareness that characterize successful leaders can come from many sources.

Abraham Lincoln showed unique sensitivity to the lives of others from an early age. Theodore Roosevelt was born with a ravenous curiosity. Lyndon Johnson seemed to have limitless reserves of energy. FDR was endlessly optimistic.

However, while some talents associated with leadership may be inborn, most leaders improve their skills by magnifying talents that can be honed over time through discipline and focus. Though brilliance may be an asset to some leaders, perseverance and hard work are essential to set a tone that can inspire and mobilize others. Humility, knowing yourself, and learning from

mistakes are all hallmarks of great leadership. In this sense, the best leaders are the ones with a willingness to reflect upon and work to better their own temperament and character. Humility, often misunderstood as a weakness or insecurity, is in fact the opposite—it demonstrates a lack of personal pretension and a commitment to self-improvement that helps leaders transform personal ambition into a larger desire to promote the greater good.

Doris draws upon insights from the lives of presidents to distill the qualities of effective leadership. What motivates teams? How should you respond to unforeseen crisis? What kind of insight can you gain from adversity? Even if you aren’t on track to become the next president of the United States, chances are you’ll be faced with these questions over the course of your life and career. The next step? You’ll need to find answers—and good ones. Doris suggests looking to her guys for a bit of inspiration.

# •RESILIENCE and GROWTH•

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“Ernest Hemingway once wrote, ‘The world breaks everyone, and afterward many are strong in the broken places.’”

—DORIS KEARNS GOODWIN

The key to effective leadership is the ability to respond to circumstances we may not be prepared for—not just by reacting but by embracing the unexpected as an opportunity for learning and growth. As Doris outlines, suffering and failure are inevitable in both politics and life. Coping with big challenges can be hard enough—whether this means coming to terms with the death of a loved one or enduring a major career setback. However, the best leaders demonstrate the ability to overcome adversity in the face of frustration and can extract wisdom from the experience. As Doris notes, resilience is like a muscle; once developed, “it can grow the next time you face some adversity.”

Beyond learning from life’s most consequential challenges, growth can also mean responding to everyday barriers with clarity and purpose. Denied access to formal schooling as a child, Abraham Lincoln committed himself to his own education, often walking miles to borrow books from his rural neighbors. Later he would observe lawyers and politicians to learn from their expertise. As Doris points out, Lincoln’s perseverance and curiosity “allowed him to transcend his surroundings,” launching a poor, uneducated man from the American frontier to the heights of national leadership.

Lincoln also became a student of humanity, cultivating the kind of deep empathy required of leaders.

Preconceptions and fixed ideas of how success is achieved or what’s expected of us can present some of the most formidable obstacles to fostering growth and resilience. Following a series of devastating personal losses, Theodore Roosevelt’s own philosophy of leadership was reshaped, leading him to abandon the conventional path to national leadership he had embarked upon as a state legislator. He sidestepped mainstream politics to become a federal civil service commissioner, New York’s police commissioner, assistant secretary of the navy, and army colonel before becoming governor of New York. Those unlikely choices gave Roosevelt a deep understanding of his colleagues as well as his constituents, the system, and how to lead, establishing his reputation as a reformer and putting him on an unusual but ultimately successful path to the presidency.

These stories show that our leaders’ lives—like your own—are often marked by personal and professional challenges that must be overcome. Success doesn’t come from avoiding these circumstances but rather by embracing and learning from them.

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## LESSONS IN LEADERSHIP

*Personal adversities led these presidents to pursue some of their signature achievements:*

- In 1884, **THEODORE ROOSEVELT**'s wife and mother died only hours apart. His grief led him to the Badlands, where he found solace in nature. Roosevelt left with a mission to protect the nation's environment that later earned him the nickname the "Conservation President."
- **FDR** was diagnosed with polio in his 30s. In response, he founded the Warm Springs Institute for Rehabilitation to help others facing similar ailments. Through his involvement in daily life at the institute, Roosevelt developed an empathy that would inform New Deal policies supporting Americans suffering the worst consequences of the Great Depression.
- A progressive reformer during his career, **LYNDON JOHNSON** adopted more mainstream views as he rose to power, eventually becoming majority leader in the Senate. However, a near-fatal heart attack in 1955 helped LBJ rediscover his purpose, leading to his championing of the Civil Rights Act of 1957.

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## PUT IT INTO PRACTICE

### List and Learn:

During his time in the Senate, Lyndon Johnson and his staff made daily lists of what had gone wrong and how they could do better next time around. Take time to reflect on your successes and shortcomings as a way to improve future outcomes.

### Explore More:

Abraham Lincoln educated himself by reading broadly, from Shakespeare to Euclid. Cultivate your own curiosity by exploring ideas and experiences beyond your own.

### Primary Source

In a famous speech, Theodore Roosevelt made a powerful case for the importance of adversity in shaping the character of a nation and its people. This speech calls on Americans to embrace and learn from the challenges that life brings them.

*Theodore Roosevelt,*  
[The Strenuous Life](#)

# •EMOTIONAL INTELLIGENCE•

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“I don’t like that man.  
I must get to know him better.”

—ABRAHAM LINCOLN

Smarts and perseverance are valuable qualities, but emotional intelligence is arguably even more useful in leading others: it comprises the “human qualities” that allow us to interact effectively, respectfully, and empathetically with people, allowing them to feel recognized, understood, and appreciated.

While visionary ideas matter, your greatest work will likely require collaboration if you want it to bring about real change. Abraham Lincoln was able to bring a “Team of Rivals” together and move them forward to confront the national crisis of the Civil War. Lyndon Johnson leveraged his powers of persuasion to build bipartisan congressional support for a series of historic civil rights acts that ended segregation in the South, providing fair housing and the precious right to vote to African Americans. As Doris outlines, emotional intelligence includes a series of social and interpersonal skills that you can sharpen yourself and through work with your teams.

## Empathy

A cornerstone of emotional intelligence hinges on your ability to tap into your empathy. This means leading while taking others’ feelings, thoughts, and opinions into account and then acting in good faith to put yourself in other people’s shoes.

## Humility

More than merely being modest about your achievements, you must look inward, learn from your mistakes, and seek out opportunities to learn from others.

## Self-Reflection

Considering the perspectives and needs of others also gives you the opportunity to reexamine your own actions and approaches.

## Openness to Disagreement

You’ll perform best when you’re surrounded by others who feel comfortable offering contrary viewpoints or challenging assumed logic.

## Greater Ambitions

As an emotionally intelligent leader, you’ll be able to inspire your team to collaborate on common goals.

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## LESSONS IN LEADERSHIP

*These presidents leveraged curiosity and emotional connection to learn about others and bring people together:*

- Amid the tensions of the Cold War, **RICHARD NIXON** took the unprecedented step of embarking on the first presidential trip to China, with the goal of better understanding America’s supposed enemy. The televised visit was called “the week that changed the world” and provided a window into Chinese life that challenged long-standing myths about the country and began the process of clearing up fundamental misunderstandings.
- After the devastating mass shooting at Charleston’s Emanuel African Methodist Episcopal Church in 2015, **BARACK OBAMA** didn’t just give a speech at the scene of the tragedy but led the congregation in a rendition of “Amazing Grace.” He made it abundantly clear that the holder of the highest office in the land shared in the community’s sorrow and sense of profound loss—an extremely impactful approach to promote national healing.
- As the stresses of the Civil War weighed on his administration, **ABRAHAM LINCOLN** devoted time to each member of his cabinet, from holding his war secretary’s hand as they waited for news from the battlefield to inviting others along for afternoon carriage rides.
- During his tenure as New York’s police commissioner, **THEODORE ROOSEVELT** roamed the streets in disguise to gain a firsthand understanding of the struggles of the city’s residents.

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## PUT IT INTO PRACTICE

### Cultivate Curiosity:

The keys to emotional intelligence are curiosity and respect for the lives of others. Consuming books or other media from beyond your immediate cultural context is an easy and effective way of fostering empathy and gaining an understanding of other cultures and perspectives.

### Leave Your Bubble:

While emotional intelligence can be developed in the course of daily life, Doris recommends travel as a fast track to broadened horizons. Visiting cities across the world can overturn preconceived notions, but consider the ways visiting unfamiliar territory within your own country is also crucial to understanding differing views on shared civic concerns.

### Primary Source

In the midst of the Civil War, tensions ran high. To process his emotions toward his colleagues, Abraham Lincoln took up the practice of expressing his anger in writing that they would never see. These undelivered “hot letters” allowed him to vent without damaging crucial working relationships. When Lincoln’s papers were opened at the turn of the 20th century, this letter—in which Lincoln voices his frustration that General Meade allowed the forces of Robert E. Lee to escape following their defeat at the Battle of Gettysburg—was found with the notation “never sent and never signed.”

*Abraham Lincoln,*  
[Hot Letter to General Meade](#)



# •BUILDING and LEADING TEAMS•

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“I’m not the smartest fellow in the world, but I can sure pick smart colleagues.”

—FRANKLIN D. ROOSEVELT

It may seem counterintuitive to consider your own weaknesses as you begin building and leading a team. But, as Doris says, it’s crucial to identify those areas in which your experience, skill set, and know-how may be insufficient to get the entire job done—and to then find collaborators who can fill in the gaps. Acknowledging your own limitations and appreciating the abilities of others can guide the development of a team by adding strengths that complement your own. As an effective leader, you should have enough confidence in your own abilities that you won’t feel threatened by your collaborators’ capabilities. Let your team members excel at what they do best and encourage them to share their thoughts and perspectives, especially when they may vary from your own.

Sometimes building the most efficacious team possible means forgiving past slights and grievances. Ascending to the presidency as the nation was engulfed by civil war, and lacking executive experience

himself, Abraham Lincoln staffed his cabinet with his challengers from the 1860 presidential election. By putting aside their differences, Lincoln’s Team of Rivals saw the country through one of its most precarious times.

Following Lincoln’s example, try diagnosing the needs of your own team or organization. What would it look like if you surrounded yourself with your own Team of Rivals? Push yourself to work with people whose opinions, methods, and temperaments are different from yours.

Regardless of the varying needs of organizations, some aspects of effective leadership never change. All teams benefit from a culture of respect that begins at the very top, reassurance that they will be supported as they execute shared visions or take big risks, and a sense that their leader is aware of how his or her actions impact his or her collaborators.

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## LESSONS IN LEADERSHIP

*These leaders benefited from the contributions of their critics:*

- As the Civil War raged on, **ABRAHAM LINCOLN** struggled to discipline military leaders defending the Union, even in cases of outright insubordination. His secretary of war, Edwin Stanton—who had been recruited to the cabinet despite his past ridicule of Lincoln—provided a crucial counterbalance, guiding the military with a firm hand.
- While forming his cabinet, **BARACK OBAMA** took a page from Lincoln’s Team of Rivals approach by selecting Hillary Clinton, who had been his leading challenger for the Democratic presidential nomination, as his secretary of state. Together they formed a strong and productive relationship.
- While presenting his plans to a team of military leaders in the midst of World War II, **FRANKLIN DELANO ROOSEVELT** met unexpected resistance from George Marshall, who at the time was a relatively low-ranking general. Rather than reprimand him, Roosevelt quickly promoted him. Marshall later became known as the “organizer of victory” for his leadership of the Allied effort.

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## PUT IT INTO PRACTICE

### Listen and Learn:

Make it clear that differing perspectives are welcome in your business, field, or organization by creating opportunities for others to voice their opinions and concerns.

### Embrace Failure:

One way of ensuring that your team feels comfortable taking risks is to embrace failures—recognizing the good intentions and hard work that went into the decision making. Turning failure on its head can inspire the people who work for you and lead to lessons that may well inform future success.

### Primary Source

Abraham Lincoln’s Team of Rivals offered a multitude of perspectives that mirrored the factionalized dynamic of a nation at war with itself. This was particularly true with respect to the question of emancipation: abolitionists called for the immediate end of slavery, but conservatives in Lincoln’s cabinet sought to prioritize preservation of the Union over achieving racial justice. While Lincoln came to his ultimate decision to free America’s slaves, conversations with his cabinet were key to determining the timing and tone of the announcement.

*Abraham Lincoln,*  
[The Emancipation Proclamation](#)

# •MAKING DECISIONS and MANAGING CRISIS•

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“I have no expectation of making a hit every time I come to bat. What I seek is the highest possible batting average, not only for myself, but for the team.”

—FRANKLIN DELANO ROOSEVELT

The choices you make in the face of major crises will inevitably have lasting consequences. You may not know when or where a crisis will arise, but Doris encourages you to look for guidance from American presidential history for examples of decision-making in the face of significant challenge. Great leaders can serve as invaluable case studies to help us determine the wisest course of action during our own moments of extreme challenge.

As Doris has demonstrated in her masterful biographies, effective leaders have dealt with crises by gathering first-hand information and evaluating a variety of possible responses, usually through dialogue and written interaction with others. Weighing a problem’s potential solutions is one of the best ways to anticipate the consequences of a major decision. But remember: As you learned in Chapter 5: Building and Leading Teams, this approach might be most effective if your inner circle represents a diverse set of opinions and perspectives.

Once you’ve solicited the opinions of your team, consider their input, then make an executive decision. Sometimes things will go exactly as you planned, but chances are you’ll end up making the wrong call at some point in your life or career. If a decision goes awry, then you must own responsibility for it. As long as you put integrity and character first, you’ll be able to offer an honest and compelling defense of your position. As FDR told his staff members: “You and I know people who wear out the carpet walking up and down worrying whether they have decided something correctly. Do the very best you can in making up your mind, but once your mind is made up, go ahead.”

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## LESSONS IN LEADERSHIP

*These presidential decisions marred legacies:*

- After the attack on Pearl Harbor, Japanese Americans were met with suspicion and racism as the country prepared for war. Succumbing to national hysteria, **FRANKLIN DELANO ROOSEVELT** authorized the forced internment of more than 100,000 people of Japanese descent—most of them U.S. citizens—in concentration camps. Eleanor Roosevelt saw this violation of civil rights as a rare stain on her husband’s presidency.
- Lacking the self-confidence **LBJ** radiated in domestic affairs, his handling of the war in Vietnam will forever remain a scar on his legacy. He narrowed his circle of advisors to only include those who agreed with his ill-fated policy of slowly mounting escalation.
- **THEODORE ROOSEVELT**’s decision to challenge his friend and successor, William Howard Taft, for the Republican nomination in 1912 not only split the party—it led to Democrat Woodrow Wilson’s victory and hurt the very progressive cause that Roosevelt symbolized and led.

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## PUT IT INTO PRACTICE

### Map It Out:

The next time you’re faced with a major decision, map out your various options. List the pros and cons and outline the possible outcomes and consequences. Use this as a tool for eliciting the opinions of others.

### See It Through:

Deciding on a course of action is just the beginning. Throughout the implementation process, meet with close colleagues and your broader team to explain your rationale and seek advice for realizing your vision.

### Primary Source

In November of 1963, Lyndon Johnson was unexpectedly thrust into the presidency after the assassination of John F. Kennedy. With the nation still reeling from the tragedy, LBJ used his first address to honor his predecessor and calm a grieving nation but also to advocate forcefully for the passage of new civil rights legislation that JFK had set in motion.

*Lyndon B. Johnson,*  
[Address Before a Joint Session of the Congress, November 27, 1963](#)



# •COMMUNICATING•

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“People don’t care how much you know until they know how much you care.”

—THEODORE ROOSEVELT

Residents enjoy the power of what Theodore Roosevelt coined as “the bully pulpit,” meaning they possess a unique ability to communicate with the nation across a variety of platforms. A presidential address from the White House always has been (and always will be) a national news event. An overwhelming majority of American radios were tuned to Franklin Roosevelt’s fireside chats during the Great Depression and World War II. Both JFK and Ronald Reagan mastered the style of speaking in the age of three television networks. President Donald Trump has amassed more than 65 million Twitter followers.

Communication is crucial to successful leadership. Through well-prepared and well-delivered messages, you can mobilize the people around you or change their perspectives about issues of collective concern.

A keen awareness of how to tailor your rhetoric to a given issue and your audience is key to effective communication. So, too, is an intimate familiarity with the media of the age. Theodore Roosevelt entered the

presidency during the rise of modern reporting and the national press. In his communications, he echoed the punchy style of national newspapers, talking in headlines like, “Speak softly and carry a big stick” and “Don’t hit until you have to—and then hit hard!” He also made a deliberate effort to cultivate relationships with the press, even inviting reporters to join him for a nice conversation during his daily shave. This sensitivity to the nature of the news was crucial to forwarding his agendas of consumer protection, safeguards against corporate monopolies, and a visionary program of environmental preservation.

As you become more and more well-known in your industry or field, it’s crucial that you develop good relationships with the press. But also bear in mind that you’ll inevitably be subject to media criticism. As Doris notes, though, such scrutiny is central to a democratic society. Principled leaders embrace the press as a “conduit to the people” and respect its role in holding them accountable.

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## LESSONS IN LEADERSHIP

*These presidents used the technology of the time to communicate with the American people:*

- **DONALD TRUMP** has been called “the Twitter president,” not only communicating with the world on the social media platform but often using it to make policy announcements, explain his decisions, and weigh in on live television broadcasts.
- Before mass media, the train was arguably the most important means by which commanders-in-chief could travel to communicate with the public. **HARRY S. TRUMAN** gave 352 speeches on a cross-country whistle-stop tour during the election of 1948.
- **JOHN F. KENNEDY**’s soaring rhetoric—as well as his ability to master the relatively recent medium of television—helped him win a closely contested election against Richard Nixon in 1960.

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## PUT IT INTO PRACTICE

### Hone Your Tone:

Consider the various communication platforms you use to reach your team, your followers, or your company. How can each platform benefit from a unique tone, and what can they help you accomplish?

### Spread the Word:

Make a list of people or outlets who can help you share your message. Commit to cultivating these relationships in order to establish a network for sharing news about future endeavors.

### Primary Source

Through the hardships of the Great Depression and World War II, FDR reassured millions of Americans over the radio waves. His fireside chats were a novel and wildly successful experiment in bolstering morale by consistently, authoritatively, and kindly putting the events of the day in perspective. In his second fireside chat, the president outlined his efforts to develop a systematic response to economic instability; the New Deal would reform the American financial system and put millions of unemployed people back to work.

*Franklin D. Roosevelt,*  
[Fireside Chat Outlining The New Deal](#)

### Behind Every Great President Is a Great Speechwriter

Doris’ late husband, Richard Goodwin, was an aide and one of the youngest members of JFK’s inner circle. He built a career on crafting several historic presidential addresses, including Robert Kennedy’s “Ripples of Hope” speech and LBJ’s “We Shall Overcome” and “Great Society” speeches. Find some of his annotated works in the resources section.

# •RESTING and REPLENISHING•

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“With all the fearful strain that is upon me night and day, if I did not laugh I should die.”

—ABRAHAM LINCOLN

Given today’s environment of overstimulation and instant access, it can feel difficult—even irresponsible—to disconnect from the barrage of digital communication and its many demands. As a successful leader, you must remain accessible while also making time for yourself. Even if rest, replenishment, and having time to think are three of the most undervalued elements of leadership, they’re key to meeting challenges with consistency and vigor in the long run.

Devoting time to self-reflection, friends, family, and personal interests was critical to the success of many of the presidents Doris has studied. Abraham Lincoln immersed himself in the theater. Theodore Roosevelt fortified himself through exercise and outdoor pursuits. FDR decompressed during a regularly scheduled cocktail hour with close friends.

Regardless of their preferred pastimes, the moments these men carved out time for themselves contributed to their well-being.

Sometimes making time for relaxation is about more than recharging the proverbial batteries. It can also lead to important insights. Abraham Lincoln retreated to a cottage now known as the Soldier’s Home National Monument every summer during the Civil War. It was there, beyond the pressures of the White House, that he was able to develop the strategy that eventually led to emancipation. As the Nazis overran most of Europe during World War II, FDR went away on a fishing trip. He faced criticism for disappearing from Washington in the midst of a crisis, but he came back with an innovative plan for a Lend-Lease program, which would deliver needed supplies to European allies while strengthening support for the war effort at home.

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## LESSONS IN LEADERSHIP

*These presidents found a refuge in unexpected places:*

- While we most often associate **ABRAHAM LINCOLN**'s love of the theater with his assassination in 1865, taking in plays saw him through some of the darkest days of the Civil War. He attended more than 100 performances during the conflict, allowing him to surrender his mind to other channels of thought.
- In his free time, **THOMAS JEFFERSON** explored the lofty ideas of the Enlightenment, tinkered with new inventions, and even reassembled a mastodon skeleton in the White House.
- Inspired by Winston Churchill's famous love of painting, **GEORGE W. BUSH** took up the practice himself. He focused on portraits of the world leaders he met during his presidency, as well as American service members involved in the overseas conflicts he oversaw.

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## PUT IT INTO PRACTICE

### Set Expectations:

To manage expectations about your availability, communicate clearly with your team and encourage them to do the same.

### Get Serious About Play:

Brainstorm a list of things you'd like to explore beyond work: revisiting a favorite hobby, cultivating a new circle of friends or reaching out to old acquaintances, learning a second (or third, or fourth!) language. Once you make a choice, commit yourself completely, scheduling dedicated times for pursuing these outside interests.

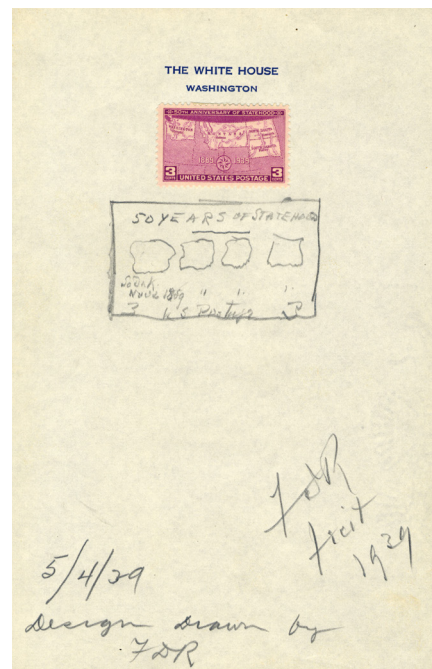
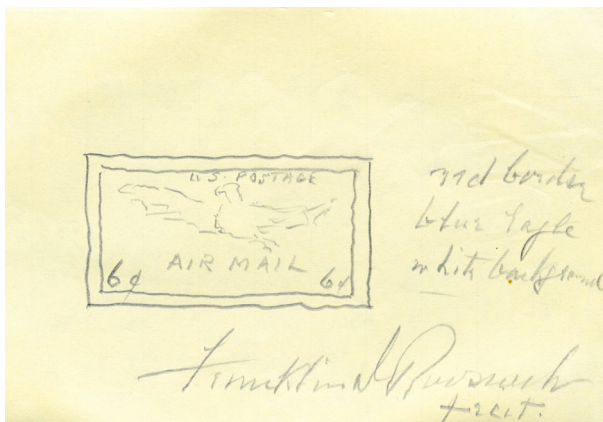
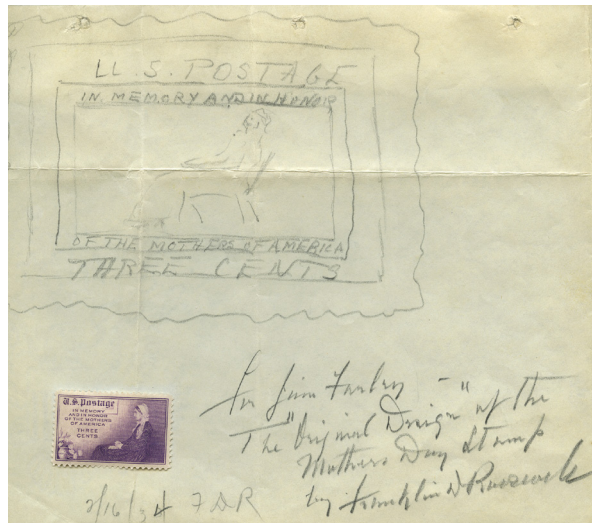
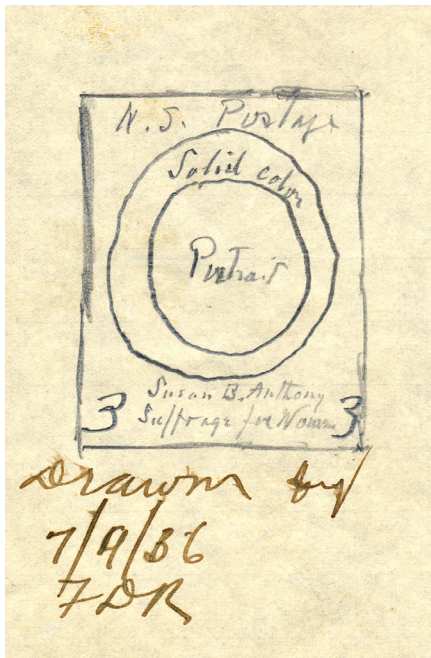
### Primary Source

Theodore Roosevelt was famous for his adventures. A lover of the outdoors, he sought solace in nature during difficult times. He was also a thrill seeker whose expeditions took him to remote corners of the world. His collections from South America and elsewhere can still be seen at the American Museum of Natural History. FDR, on the other hand, was unable to participate in strenuous endeavors due to his polio. Instead, he focused on his lifelong joy of collecting stamps. He began amassing them as a boy and continued doing so during his presidency. As seen in the drawings on the next page, he even proposed his own designs.

*Franklin D. Roosevelt*  
See FDR's stamp illustrations on page 17



FDR'S STAMP ILLUSTRATIONS



# •CANDIDATE CHECKLIST•

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“A man without a vote is a man without protection.”

—LYNDON BAINES JOHNSON

The United States was a great experiment in democracy when it was founded and remains so today. Maintaining the integrity of a government “of, for, and by the people” depends on citizen participation at the ballot box. Voting is a fundamental part of our civic life—a right to be exercised and protected through practice.

Before you head to the voting booth, Doris encourages you to evaluate your candidates as you would any prospective leader. Have they demonstrated a commitment to cooperating with others? Have they given you every reason to believe that they will wield power responsibly? Based on her studies of leadership, Doris recommends that voters look for the following:

## Humility

Does the candidate acknowledge his or her past errors? Does he or she demonstrate the ability to learn and grow from mistakes?

## The Company They Keep

How has the candidate built his or her campaign team, and whom does he or she rely on for advice? Does the candidate treat his or her team well? Does he or she inspire and support others?

## Storytelling

Does the candidate communicate clearly and effectively? Does his or her storytelling show the potential to inspire and bring people together?

## Ambition

Does the candidate have ambitions that extend beyond him or herself, and does he or she offer a vision for the greater good?

## Empathy

Does the candidate acknowledge and respect the feelings and needs of others?

## Resilience

Has the candidate been able to learn from major setbacks and adversity?

## Track Record

What has the candidate accomplished in his or her past? Do previous experiences and actions

demonstrate his or her abilities to motivate others? Has he or she bridged divides to accomplish goals?

## Plans

Does the candidate seem to have a clear sense of where he or she stands on the issues? Does he or she have a sense of how to turn plans into realities?

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## WHAT DOESN'T MATTER?

### The 24-Hour News Cycle and the Twittersphere

Don't get distracted by who had a catchy debate performance or a viral moment on social media.

### Mistakes

Don't penalize candidates for small slipups or errors unless they demonstrate a true fault of character.

### Money

While fundraising matters, it should not dictate our choice of leaders.

### The Superficial

Height, age, clothing, and appearance have little to do with whether a candidate has the vitality it takes to lead.

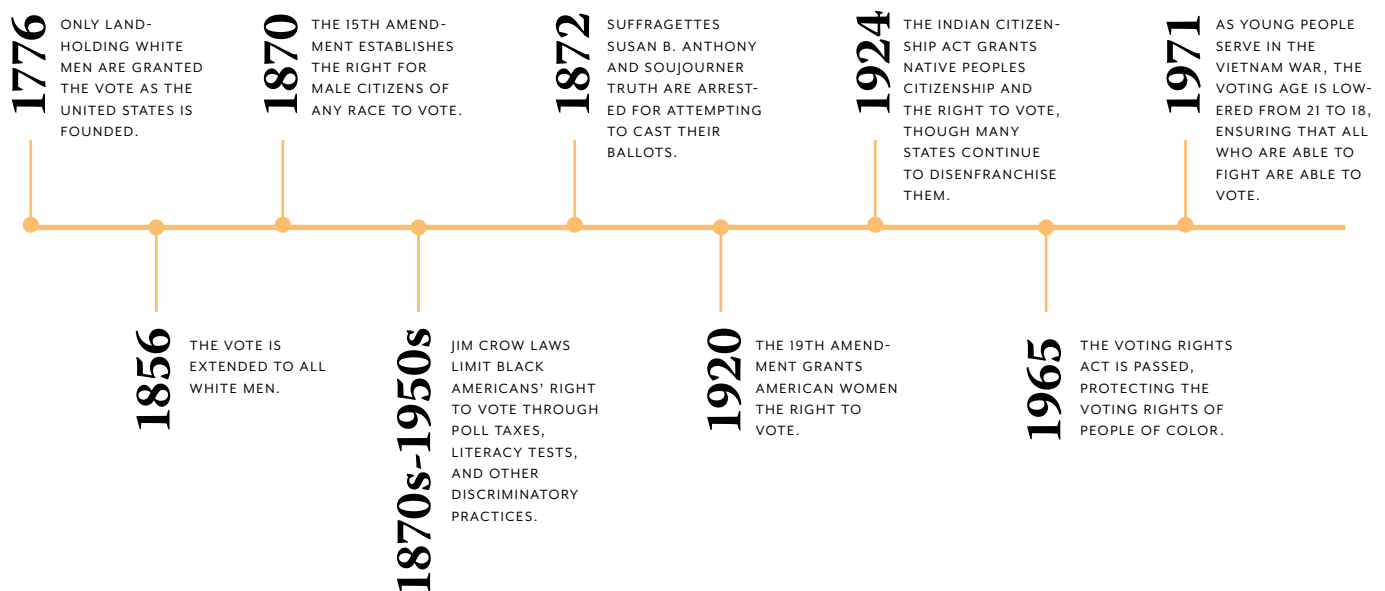
### Professions of Personal Greatness

Leadership isn't about showing how exceptional you are but about your ability to bring people together.

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## THE FIGHT FOR THE RIGHT

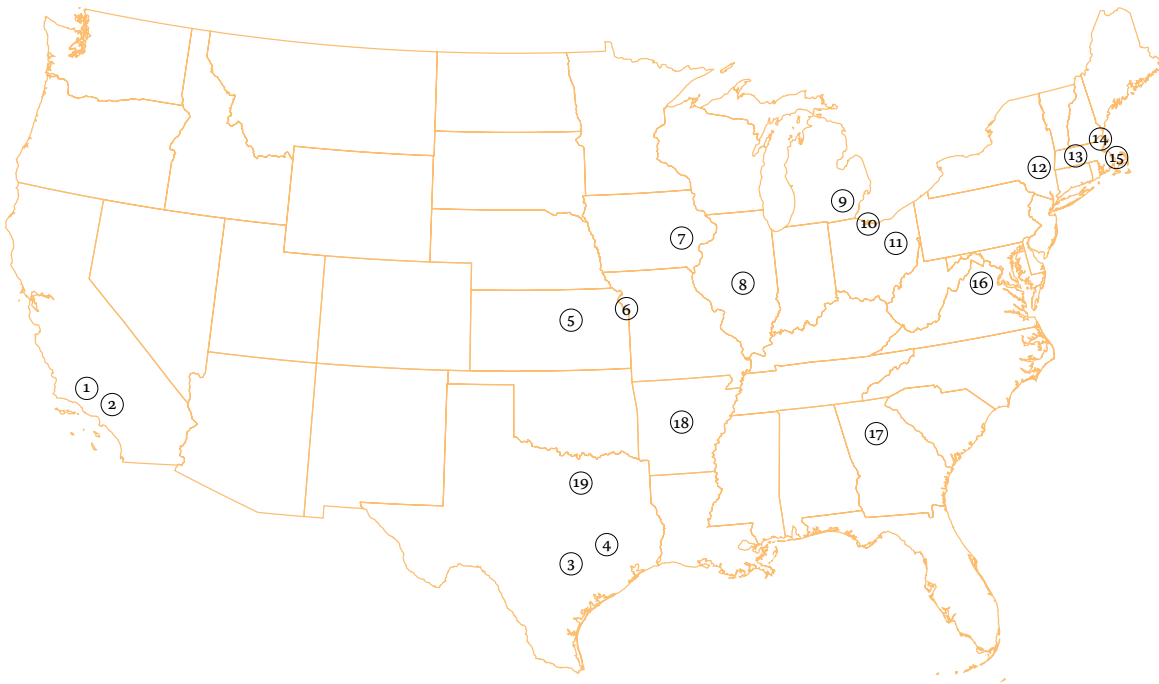
*Key moments in the history of voting rights in America:*



## EXPAND YOUR KNOWLEDGE AT ONE OF AMERICA'S PRESIDENTIAL LIBRARIES

The lives of presidents serve as valuable lessons in American history as well as powerful examples for all would-be leaders. Presidential libraries offer excellent opportunities to study extraordinary leaders—whether you're a serious scholar or a tourist passing by on a road trip. The libraries,

which are located all over the country, feature exhibitions, lectures, letters and diaries, and other means of engaging past and present debates in American political life. Take a look at the map below to start plotting your next (or first) trip to one of these hallowed halls of knowledge.



- 1. RONALD REAGAN PRESIDENTIAL LIBRARY**  
SIMI VALLEY, CA [reaganfoundation.org](http://reaganfoundation.org)
- 2. RICHARD NIXON PRESIDENTIAL LIBRARY AND MUSEUM**  
ANAHEIM, CA [nixonlibrary.gov](http://nixonlibrary.gov)
- 3. LYNDON BAINES JOHNSON PRESIDENTIAL LIBRARY AND MUSEUM**  
AUSTIN, TX [lbjlibrary.org](http://lbjlibrary.org)
- 4. GEORGE H.W. BUSH PRESIDENTIAL LIBRARY AND MUSEUM**  
COLLEGE STATION, TX [bush41.org](http://bush41.org)
- 5. DWIGHT D. EISENHOWER PRESIDENTIAL CENTER**  
ABILENE, KS [eisenhowerlibrary.gov](http://eisenhowerlibrary.gov)
- 6. HARRY S. TRUMAN PRESIDENTIAL MUSEUM AND LIBRARY**  
INDEPENDENCE, MO [trumanlibrary.gov](http://trumanlibrary.gov)
- 7. HERBERT HOOVER PRESIDENTIAL LIBRARY**  
WEST BRANCH, IA [hoover.archives.gov](http://hoover.archives.gov)
- 8. ABRAHAM LINCOLN PRESIDENTIAL LIBRARY**  
SPRINGFIELD, IL [alplm.org](http://alplm.org)
- 9. GERALD R. FORD PRESIDENTIAL LIBRARY AND MUSEUM**  
ANN ARBOR, MI [fordlibrarymuseum.gov](http://fordlibrarymuseum.gov)
- 10. RUTHERFORD B. HAYES PRESIDENTIAL CENTER**  
FREMONT, OH [rbhayes.org](http://rbhayes.org)
- 11. WILLIAM MCKINLEY PRESIDENTIAL LIBRARY AND MUSEUM**  
CANTON, OH [mckinleymuseum.org](http://mckinleymuseum.org)
- 12. FRANKLIN D. ROOSEVELT PRESIDENTIAL LIBRARY AND MUSEUM**  
HYDE PARK, NY [fdrlibrary.org](http://fdrlibrary.org)
- 13. CALVIN COOLIDGE PRESIDENTIAL LIBRARY AND MUSEUM**  
NORTHAMPTON, MA  
[forbeslibrary.org/calvin-coolidge-presidential-library-and-museum](http://forbeslibrary.org/calvin-coolidge-presidential-library-and-museum)
- 14. JOHN F. KENNEDY LIBRARY AND MUSEUM**  
BOSTON, MA [jfklibrary.org](http://jfklibrary.org)
- 15. STONE LIBRARY AT ADAMS NATIONAL HISTORICAL PARK**  
QUINCY, MA [nps.gov/adam/index.htm](http://nps.gov/adam/index.htm)
- 16. WOODROW WILSON PRESIDENTIAL LIBRARY**  
STAUNTON, VA [woodrowwilson.org](http://woodrowwilson.org)
- 17. JIMMY CARTER LIBRARY AND MUSEUM**  
ATLANTA, GA [jimmycarterlibrary.gov](http://jimmycarterlibrary.gov)
- 18. WILLIAM J. CLINTON PRESIDENTIAL LIBRARY**  
LITTLE ROCK, AK [clintonlibrary.gov](http://clintonlibrary.gov)
- 19. GEORGE W. BUSH PRESIDENTIAL LIBRARY AND MUSEUM**  
DALLAS, TX [georgewbushlibrary.smu.edu](http://georgewbushlibrary.smu.edu)