

Volume 1 of the Character, Leadership, and Strategy Newsletter  
from Ken Vaughan

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**C**haracter,  
**L**eadership,  
**A**nd  
**S**trategy  
**S**ummary Thoughts from **Ken Vaughan**



Volume 1  
April 2017

Welcome to the first volume of the CLASS Newsletter from New Horizon Partners, Inc. presenting articles on character, leadership, and business strategy written by Ken Vaughan. In early 2016 we began writing a monthly series of blog articles on leadership for a client, [PolymerOhio](#). In mid-2016 we updated the New Horizon Partners [website](#) and we began posting articles on character, leadership, and strategy about once a week.

This newsletter is intended for valued members of our network who might not have the time to consistently follow either of our blogs. Once each quarter we will provide this newsletter with a quick summary and link to the articles that have been the most popular during the previous few months. We hope that you enjoy it and we look forward to your feedback.

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## CHARACTER

“Humility, Confidence, and Arrogance”

Humility and confidence are two of the most important character traits of an effective leader. Healthy humility and confidence based on reality are both critical elements in building a relationship of influence. The more complete our humility and confidence, the better will be our ability to influence as a leader. What does not fit as a part of leadership is the character trait of arrogance, which is opposite of humility and confidence. Read the full [article](#) here.



One of my favorite books from this quarter was *The Soul of Shame* by Curt Thompson, which discusses the critical voice that every person hears and how to deal with it. See the [summary](#) for a quick overview.

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## LEADERSHIP

“Self-Awareness Is Foundational to Leadership”

Self-awareness is a prerequisite for the character and competency development of an effective leader. For example, self-confidence is seen as an important trait of a leader, but without self-awareness confidence can be naive or even misguided. With good self-awareness a leader knows where they are confident and where they need to rely on input from the people around them. Read the [article](#) for more.

Another article that had good readership was “Ready, Fire, Aim: Four Character-Based Stumbling Blocks to Decision-Making.” Check out this [article](#).

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## STRATEGY

“Strategy Should Say No”

An effective business strategy sets the direction for the business but it also should be specific enough to say no – no to pursuing certain customers, no to entering certain markets, no to certain programs or investments, no to hiring a certain person. Part of the purpose of strategy is to unite the organization and guide business decisions. The strategy says no to choices that diverge from the optimal direction for the business to achieve its objectives. Read the [article](#).



Another strategy article that was posted earlier but gained readership more recently was “12 Descriptors of Business Strategy.” Read this [article](#).

We continue to recruit members for our cohort leadership development group. If you know someone that might be interested in learning more about this opportunity to grow as a person and a leader, please either connect us, forward this newsletter, or refer them to our website at <http://newhorizonpartners.com>.

We would appreciate your feedback regarding this newsletter. (Feedback, by definition, can be positive or negative.) Please drop us a note via [email](#) or leave a message on our website [contact page](#).

Thanks for reading!

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