

Margaret Heffernan

Quotes

People, Thinking, Ideas, Inspiration, Believe, Leader, Motivation, Issues, Mean, Phones, Company, Want, Invisible, Sleep, Organization, Real, Conflict, Silence, Action, Needs

If you have never failed at anything, then you haven't been trying hard enough, aren't very imaginative, or have had such extraordinarily good luck that you have come to believe you are invincible.

~Margaret Heffernan

For good ideas and true innovation, you need human interaction, conflict, argument, debate.

~Margaret Heffernan

Companies don't have ideas. Only people do. And what motivates people are the bonds of loyalty and trust they develop around each other.

~Margaret Heffernan

I don't think you ever know anyone until you see them in action.

~Margaret Heffernan

A fantastic model of collaboration: thinking partners who aren't echo chambers.

~Margaret Heffernan

Bosses and leaders everywhere should cherish the people who bring them bad news, disappointing data or hard problems.

~Margaret Heffernan

Huge open source organizations like Red Hat and Mozilla manage the collaboration of hundreds of people who don't know one another and have spent no time hanging around the water cooler.

~Margaret Heffernan

As long as they are well-intentioned, mistakes are not a matter for shame but for learning

~Margaret Heffernan

Openness isn't the end. It's the beginning.

~Margaret Heffernan

The cell phone has become the adult's transitional object, replacing the toddler's teddy bear for comfort and a sense of belonging.

~Margaret Heffernan

[For constructive conflict,] we have to resist the neurobiological drive which means that we really prefer people mostly like ourselves.

~Margaret Heffernan

Making those around you feel invisible is the opposite of leadership.

~Margaret Heffernan

The healthiest companies are always characterized by organic talent development.

~Margaret Heffernan

We have to see conflict as thinking and then get really good at it.

~Margaret Heffernan

The truth won't set us free until we develop the skills and the habit and the talent and the moral courage to use it.

~Margaret Heffernan

As long as it (an issue) remains invisible, it is guaranteed to remain insoluble.

~Margaret Heffernan

A thinking partner who isn't an echo chamber... How many of us dare to have such collaborators?

~Margaret Heffernan

Customers who have to come back and spend, or customers who just

don't want the hassle of leaving - those are the ones who are most worth attracting.

~Margaret Heffernan

If the company depends entirely on you - your creativity, ingenuity, inspiration, salesmanship or charisma - nobody will want to buy it. The risk and the dependency are too great.

~Margaret Heffernan

Words are how people think. When you misuse words, you diminish your ability to think clearly and truthfully.

~Margaret Heffernan

Those in powerless positions aren't about to complain about bullying bosses, abusive supervisors or corrupt co-workers. There is no safe way to do so and no process that promises redress.

~Margaret Heffernan

Making a company fit to sell may be the only way to ensure you never need a buyer.

~Margaret Heffernan

You cannot fix a problem that you refuse to acknowledge.

~Margaret Heffernan

All businesses and jobs depend on a vast number of people, often unnoticed and unthanked, without which nothing really gets done. They are all human and deserve respect and gratitude.

~Margaret Heffernan

Certainty is no guarantor of correctness.

~Margaret Heffernan

What do you want your business to do? Make money, of course. To

pay for people and supplies, to be able to grow.

~Margaret Heffernan

As a mother, I work hard every day and I expect that work to be recognized and appreciated. Because I work for and with human beings, sometimes they're grateful and sometimes they aren't.

~Margaret Heffernan

In business, staying focused requires that you turn most opportunities down.

~Margaret Heffernan

If we aren't going to be afraid of conflict, we have to see it as thinking.

~Margaret Heffernan

I don't think a true company - one that builds sustainable value - can ever only exist online or remotely.

~Margaret Heffernan

Everyone I know feels harassed by email which has invaded their waking and sleeping hours.

~Margaret Heffernan

Phones and soundtracks and Muzak and fountains replace genuine and unpredictable human contact with a seamless soundtrack from a bad movie and a cliché that makes us believe we must all be happy.

~Margaret Heffernan

The best remote companies I've seen do almost everything online, via email and telephone. But they also get together face to face on a regular basis.

~Margaret Heffernan

Most people have their best ideas when they take their minds away

from problems they're trying to solve.

~Margaret Heffernan

It is nobody's right to be waited on and nobody's fate to do the waiting.

~Margaret Heffernan

One of the sad truths about leadership is that, the higher up the ladder you travel, the less you know.

~Margaret Heffernan

Most executives I know are so action-oriented, or action-addicted, that time for reflection is the first casualty of their success.

~Margaret Heffernan

Once you have power, you are inevitably surrounded by people who have their own agendas and will tell you whatever advances them.

~Margaret Heffernan

Every organization has issues and concerns which are known about by many people who choose to remain silent.

~Margaret Heffernan

Silence is the language of inertia.

~Margaret Heffernan

Noise is a buffer, more effective than cubicles or booth walls.

~Margaret Heffernan

When we confront facts and fears, we achieve real power and unleash our capacity for change.

~Margaret Heffernan

British innovation in design, in the creative arts, in engineering and manufacturing is world class.

~Margaret Heffernan

Building businesses takes tremendous stamina, and success isn't achieved without it.

~Margaret Heffernan

In our house, mother's day is every day. Father's day, too. In our house, parents count. They do important work and that work matters. One day just doesn't cut for us.

~Margaret Heffernan

We treasure what we can measure.

~Margaret Heffernan

Britain is famous for being great at inventing and poor at commercializing.

~Margaret Heffernan

There is no more powerful weapon for change than honesty.

~Margaret Heffernan

Any fool can buy talent; only real leaders develop it.

~Margaret Heffernan

When we care about people, we care less about money, and when we care about money, we care less about people.

~Margaret Heffernan

Companies don't have ideas; only people do. And what motivates people are the bonds and loyalty and trust they develop between each other. What matters is the mortar, not just the bricks.

~Margaret Heffernan

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