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BBA  
Reid

ASSESSING GREAT LEADERS: STRENGTHS, WEAKNESSES, AND  
DEEP CHANGE  
IN THE LIVES OF NAPOLEON, BENJAMIN FRANKLIN, AND  
ALEXANDER THE GREAT

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ROBBIE REID

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**NAPOLEON BONAPARTE**

"Men of genius are meteors destined to be consumed in lighting up their century"

## Napoleon

Napoleon's crowning strength was his unwavering vision. His was a self-declared destiny to build a grand empire and powerfully reign at its head. It was, he believed, his ultimate fate. From his youthful upbringing where his unruliness earned him the title of troublemaker, he separated himself from schoolmates and, "dreamed of the brilliant service he would one day give,... convinced of his natural ability to succeed by his deeds." (Ellis, 13) Napoleon's commitment to this high-minded supremacy is meritorious. From these early school days until his death he would stay true to this conception. His own words are most telling. During the Hundred Days, he said of his desire to rule the world, "The world begged me to govern it; sovereigns and nations vied with one another in throwing themselves under my scepter." (Ellis, 193) In a letter to Josephine in 1807 he told her, "All my life I have sacrificed everything- comfort, self-interest, happiness- to my destiny." In this he was to prove fatally honest. He had a "phenomenal memory, an extraordinary capacity for work, often without much sleep, and a personal presence which struck awe on all around him. He had a genius for brilliant improvisation on the field of battle, a sense of timing which could spread sudden panic in the enemy at critical 'moments,' as he called them, and a unique ability to inspire his own troops to feats of bravery." (Ellis, 88) He possessed and asserted other veritable strengths during his life in attempt to achieve this grand vision: "A man of extraordinary will-power, supremely confident in his own abilities, utterly convinced that he was always right, intolerant of opposition, and driven by a strong sense of his personal destiny, he was by nature egotistical, authoritarian, and ambitious." (Ellis, 6)

Napoleon's ability to gain and maintain power was an unmistakable strength. He was able to motivate and encourage people to a certain type of behavior. He was inspiring and threatening at once. There is little doubt that he strove to achieve his vision from his strict sense of discipline; nearly everything applied in some way to achieving ultimate European and world dominance. (Quinn, 197) Most notably this attention to discipline was witnessed in his military career, even at his first major appointment in 1796-97 as supreme commander of the Army of Italy: "By mastery of his craft, capitalizing on the mobility of his troops and his celebrated artillery, by brilliant improvisation, by quickly asserting his authority over all subordinates, by his superior grasp of detail, his imperious manner, and his intolerance of opposition in the face of firm orders, Napoleon had given an early demonstration of his power to inspire fear in those around him." (Ellis,28)

Another of Napoleon's strengths was to capitalize on the opportunities he received. More than once his rebellious nature and strong will "confronted Napoleon with the real prospect of professional disgrace," only to have some "lucky" opportunity given him that he quickly exploited. (Ellis, 21) Such was the case in 1793 at the siege of Toulon where Napoleon was in the right place at the right time, performed his artillery offensive duties admirably, and was immediately promoted. In other words, "Napoleon was able to build the bridge as he walked on it."<sup>1</sup> As he suggested himself, "I was not master of my

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<sup>1</sup> "Organizational and personal growth seldom follows a linear plan. This is an important principle to remember. When people recount a history of growth, they often tell it in a linear sequence, suggesting a rationality and control that never really existed.

When we have a vision, it does not necessarily mean that we have a plan. We may know where we want to be, but we will seldom know the actual steps we must take to get there. We must trust in ourselves to learn the way, to build the bridge as we walk on it. Deep change is an extensive learning process. When we pursue our vision, we must believe that we have enough courage and confidence in ourselves to reach our goal. We must leap into the chasm of uncertainty and strive bravely ahead. (Quinn, 83-84)

actions, because I was not fool enough to attempt to twist events into conformity with my system. On the contrary, I molded my system according to the unforeseen succession of events." (Ellis, 195)

As for accomplishments, Napoleon's most lasting imprint on France was "almost entirely in the sphere of his civil rule." (Ellis, 234) Some of the reforms he instituted were the Bank of France (6 January 1800), the concordat with the Catholic church (published on 8 April 1802), the prefectures (17 February 1800), the State secondary schools and other educational reforms of significant impact (1 May 1802), the Legion of Honour (19 May 1802), the bimetallic standard (28 March 1803), and certainly not least, the Civil Code (21 March 1804) which granted religious freedom to all groups irrespective of the fact that the large majority of people were Catholic. (Ellis, 65, 234) He also made significant financial reforms in honoring public debts and salaries. He avoided large loans and the currency kept its value. (Ellis, 72) This strength of civil and government reformation probably did the most public good and many of these and other reforms<sup>2</sup> survived his fall. Even to this day, elements of his State centralism survives:<sup>3</sup> "Its guiding principles of authoritarian rule from the centre and from the top, radiating out to the provinces and towns through a uniform hierarchy of officials, have been a defining feature of French politics ever since." (Ellis, 235)

<sup>2</sup> "Several of Napoleon's later measures, such as the Code of Civil Procedure (1806), the Commercial Code (1807), the Criminal code and Code of Criminal Procedure (1808), and the Penal code (1810), as well as the arbitration boards established in most of the major towns as from March 1806 to settle industrial disputes, were also to play their part in French institutional life long after his second abdication on 22 June 1815, albeit in modified form." (Ellis, 234)

<sup>3</sup> "Stuart Woolf, in a substantial work, makes a strong case for viewing Napoleon's civil state as in some sense an administrative 'model' of forward-looking centralism and uniformity which could then be exported to all the lands brought under his rule. He repeats the idea in such terms as 'a French model of modernity', 'the French archetype', 'this massive experiment in modernisation', 'the suffocating administrative imposition of french uniformity', 'authoritarian centralism', and the like." (Ellis, 51)

Napoleon's most glaring weakness is easy to identify. One need only listen to 'le petit caporal's' own sentencing remark: " 'A man like me has little regard for the deaths of a million men,' Napoleon is claimed to have said in a letter to Metternich of 1813."<sup>4</sup> (Ellis, 100) This evident lack of respect for human life and suffering is sadly a recurring theme throughout Napoleon's reign. (Ellis, 32) He was viewed as cold and calculating, egotistical, authoritarian, and selfish. Madame de Stael, contemporary author and political activist, was never a big proponent of Napoleon's. In fact, she most often took opposing views to those of Napoleon, and was all too condemning in her declarations of him:

I had the distressing feeling that no emotion of the heart could ever reach him. He regards a human being like a fact or a thing, never as an equal. He neither hates nor loves.... The force of his will resides in the imperturbable calculations of his egotism; he is a chess master whose opponent happens to be the rest of humanity.... Neither pity nor attraction, nor religion nor attachment would ever divert him from his ends... I felt in his soul cold steel, I felt in his mind a deep irony against which nothing great or good, even his own destiny, was proof; for he despised the nation which he intended to govern, and no spark of enthusiasm was mingled with his desire to astound the human race. (Ellis, 181)

His greedy and obsessive nature added to his eventual downfall, but mostly it was his lust for power, never to be taken lightly. " 'Power is my mistress,' he told Roederer in 1804, and then went on: 'I have worked too hard at her conquest to allow anyone to take her away from me or even covet her. Although you say that power came to me of its own accord, I know what it has cost me - the sufferings, the sleepless nights, the scheming.'" This power was to be gained through warfare and annexation of the countries around him.

<sup>4</sup> "In expressing this chilling testament, he could surely not have known how close the brutal truth came to matching his casual arithmetic. While estimates of the total war losses suffered by the French armies have varied considerably, a consensus now seems to have formed behind the detailed research and statistical conclusions of Jacques Houdaille. According to his revised estimates, the 89 departments which remained French at the final peace settlement of 1815 lost a combined total of about 14 million men in the land armies alone during the whole course of the wars from 1792 to 1814, something under 500,000 in the Revolutionary wars, and around 916,000 in those of the Empire." (Ellis, 100)

He reasoned that without his continual military triumphs his power would wane and his position could not be sustained. "Sometime around 1811, according to Bourrienne's memoirs, he frankly acknowledged that 'my power is dependent on my glory, and my glory on my victories. My power would fall if I did not base it on still more glory and still more victories. Conquest made me what I am; conquest alone can keep me there.'" (Ellis, 192) This distorted view made him set his sights higher and his conquerings broader, even after great victories. He was in many respects, a man who simply did not know when to quit, how to get out while still on top. His own success was the engine to his failure.<sup>5</sup> The overpowering will he had developed pushed him seeking to reign mightier still. "I wanted to rule the world," he later said, "and in order to do this I needed unlimited power." (Ellis, 193)

Sadly enough, however, after all his military conquests and years spent in extending French boundaries, the shape of France returned almost exactly to the original dimensions before his reign began. "All that physically remained of his famous exploits on the battle-field were the monumental buildings, the heroic sculptures, the triumphalist paintings, and the other public emblems of his former glory. But was it really for this that over 900,000 Frenchmen, victims of the land wars of the Empire, had ultimately fought and died?" (Ellis, 233) Not to mention the war indemnity of 700 million francs and continual occupation of an Allied army on the northern and eastern boundaries. " 'This', in Harold Parker's words, 'is the story of an ego which failed to achieve satisfying intimate human relationships and which learned to cope with and to master other members of the human race instead.' "

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<sup>5</sup> See Quinn, pp. 107-113

ALEXANDER III

“It is a lovely thing to live with courage, and die leaving an everlasting fame.”

## Alexander the Great

Alexander III possessed in his lifetime an arsenal of abilities to become a truly great leader. His childhood was described as “precocious and brilliant” where he had a “longing to excel.” (Renault, 23,29) He began studying under the tutelage of the great philosopher Aristotle at the young age of 13, and began his reign at an amazingly young 20 years old. There is no doubt that he learned quickly, retained this knowledge and believed what he was taught. But most impressive would be his later ability to put into practice this learning and wisdom.

He acted well beyond his years as a child. When his father, King Philip, was absent the youthful Alexander took charge of welcoming Persian envoys. As the great historian, Plutarch noted:

He won them over by his cheerful friendliness, and by asking questions which were not childish nor trifling, but about the length of the roads, and what the journey was like inland; about the King himself, how he behaved in battle, and about the Persian prowess and strength.

Famously, in his youth, he tamed the wild horse Bucephalas that his father, King Philip, could not tame.<sup>6</sup> The horse would serve him for many years in battle after battle. Alexander even saved his fathers life during combat at a young age. “Alexander.... recalled it with resentment.Philip,” Alexander said,

when a riot had broken out between Macedonian soldiers and Greek mercenaries, overcome by a wound he had got in the fracas, had fallen down and could do no more than sham dead; he himself had protected his body with his shield and killed with his own hand the men who were rushing at him. Which his father had never been man enough to admit, being unwilling to owe his son his life. (Renault, 46)

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<sup>6</sup> “It is a well-worn tale: the fiery charger offered at a high price to Philip, refusing to be mounted, and turned down as useless; the boy insisting that a great horse was being wasted; the father’s challenging him to do better than his elders; their bet on it, the horse to be bought for him if he could manage it, and if not, paid for by him; its instant trust when it felt his hands. But the popular notion is still of high-spirited youngsters meeting; the more interesting truth is that Bucephalas was twelve years old.” (Renault, 33)

One valiant trait Alexander always possessed, and had carefully nurtured in his youth, was his loyalty to friends. He lavishly repaid those who proved themselves loyal friends and he sincerely desired to please others. When he inherited his personal estate he "gave it away to friends and loyal supporters. Some would take nothing, like Perdiccas.... "What are you keeping for yourself?" he asked. 'Hope,' said Alexander, to which Perdiccas' prophetic answer was, 'That I'll share.'"

Alexander was a very talented and man. He was a vision setter, an inspired motivator, a quick analyzer, and equitable taskmaster.<sup>7</sup> He was an amazingly brave and brilliant military strategist, even amidst the constant chaos of battle. He "possessed that rare ability to sift conflicting reports, to make correct observations, and, remaining cool and unflurried, to issue swift and well-considered orders in such circumstances." (Renault, 139) He was extremely athletic and enjoyed running, and ball games. He would exercise during marches by jumping on and off his chariot. He loved the theatre. He could play and sing to the lyre and had a voice which would later be imitated for its quality. He was a keen hunter. He was extremely well read: "To the end of his days he kept the 'Iliad' under his pillow, along with the dagger for self-defense which was the commonplace bedroom furniture of a Macedonian king." (Renault, 28) Alexander possessed a sense of humor and "to him is first credited the classic put-down to a chatty barber: 'How do you like your hair cut, sir?' 'In silence.'"

(Renault, 36) He learned the philosophies of the

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<sup>7</sup> "Vision setter: Attends to the future, remains up-to-date with emerging trends, focuses on purpose and direction, and communicates a sense of where the organization will be over the long term. - Motivator: Attends to commitment.... Challenges people with new goals and aspirations, and creates a sense of excitement. - Analyzer: Attends to efficiency of operations, evaluates proposed projects, and integrates conflicting perspectives and needs. - Taskmaster: Attends to performance, focuses on results, solves problems, and influences lower-level decisions." (Quinn, 154)

Greek world, and was interested in botany and zoology during his lifetime. Medicine was even a skill he possessed: "He concerned himself closely with his soldiers' wounds or sicknesses, and prescribed personally for his friends." (Renault, 41) He was also known to be imaginative, ambitious and visionary about discovery and exploration, testified by his long absences from home seeking conquests in foreign lands, especially Asia.

Among Alexander's greatest strengths was his concern for the individual, and "that all men are God's children, and that anywhere among them may be found the excellent ones." (Renault, 147) There are many examples of this sincere solicitude for others. Alexander especially cared for those in his army:

Before a battle he could greet men by name instead of making speeches. To have one's exploits remembered by him was in itself an award, though his material rewards were generous. He was constantly interested in the common soldier's predicaments, however remote from his own.... Whether in the field or routine fatigues, he watched out for merit. A soldier in the treasure train, who shouldered a heavy pack when the mule in his charge gave out, was told just to get it as far as his own tent, and keep the contents. Like Xenophon's Cyrus, Alexander aroused an eager wish to please him. He never needed, for troops under his command, the brutal punishments of the Roman army.... Yet his discipline was meticulous. (Renault, 127)

Because of his amazing control of his troops, he could seize whole cities, and keep his men back from looting and sacking them. One of the few times he issued the death sentence was when two men in his army were found guilty of raping native women. He would also, to the bewilderment of his own faithful Macedonian troops, set natives from the lands he conquered in leadership positions. He even took many into his own personal cadre, as seen with so many Persians. These things were unheard of in his time.

But then, he did many things that were seen as unusual and munificent in his day, proving he was his own visionary, paving his own path, guided by his own sense

of higher idealism. A significant reason he had such faith and trust from his troops was that he shared equally in their pain, suffering, and hardship. On long, toilsome journeys, he would dismount his officers and join them on foot himself so that the hardships were shared by everyone. He did not make exceptions for himself. Once, on a long march, he was seen "much distressed with thirst." When a few men came upon a tiny puddle of water, they quickly brought the water to him in a helmet. "It was an act of self-sacrifice to which he responded in kind; he thanked them, and poured away the water. It was as good as a share, Arrian [a historian] says, to every man who saw it." (Renault, 219) He would never take privileges when it could save others lives. He was often the first to leap into battle, and show his courage by example. Against the Mallians Alexander grabbed a ladder and scrambled his way to the top of a wall, with almost all of his troops still hanging back. "Reaching the battlements he used the shield to shove the men above him, clawed his way on to the wall, and cleared a space with his sword." (Renault, 206) Such self-sacrifice was commonplace to him for he understood why risk is necessary.<sup>8</sup> When the overburdened ladder broke it left only Alexander and three others stranded on top of the wall. Alexander was recognized by the enemy and was within missile range from the nearby towers. He then jumped down alone onto a mound right in the thick of enemy troops. He scared the Indians from him, killing some in hand to hand combat. But now from their distance they pelted him with weapons while he had only stones. When his men finally got to him he was near death with a three foot arrow lodged in his lung. "Even

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<sup>8</sup> "To survive, organizations need leaders who take risks and who care enough to die for the organization- which would kill them for caring. Most organizations have few such people. When these leaders emerge, they usually have a vision, and their behavior reflects the transformational paradigm. They are self-authorizing and often follow unconventional methods that are based on moral principles rather than organizational pressures." (Quinn, 160) See also, 155-159

then he had fought on, dragging himself erect by clutching at a tree he had been using to guard his back." (Renault, 207) Such feats add to his documented epic: "Even if it kills him, he will not fall below his legend. Nothing could be more typical. If one thing is certain about Alexander, it is that he valued his pride above his life." (Renault, 218)

Alexander, for all his strengths, possessed few glaring weaknesses. He was a deeply trusting and compassionate man, at times perhaps extending his arm of mercy too far. The Athenians indeed thought him eccentric for his compassion and mercy which, at Alexander's time, was indeed peculiar. "When his power was vast, and he could have had anyone he chose put quietly out of the way, he suffered annoyance, frustration and downright insult from men he heartily disliked or distrusted; nothing happened to these people till he was ready to proceed against them openly." (Renault, 66) He frankly forgave many people of their misdeeds and even rewarded them for their confessions. None more so than Harpalus, a Macedonian aristocrat. He was Alexander's trusted friend from boyhood who was among those that Philip had once exiled. Alexander had repaid his kindness with a treasury appointment during a foreign campaign. Harpalus then got into financial trouble and fled to Greece with an accomplice. "Alexander, loyal and grateful, apparently convinced he had been led astray, sent a 'come back, all is forgiven' message. He reappeared.... To prove that all was indeed forgiven, Alexander returned this luxury-loving man to the temptations which had lately overset him, and put him in charge of the whole army chest." (Renault, 123, 124) Later in his Persian campaigns, Alexander honored his troops, and especially his boyhood friends, but one Harpalus was missing. He had "bolted to Greece with 6,000 talents of specie, 30 ships, presumably bought in Asia Minor, and about 6,000 Greek mercenaries of similar provenance."

dances that he was willing to take to w  
paid for. But these were chances

neart.

While young his father, Philip, and mother, Olympias, became enemies. This no  
doubt deeply troubled him in these formative years: "All Alexander's story testifies to the  
effect on natural genius of the deep insecurity felt in these tormenting early years.  
Compensation for it inspired his greatest achievements; when it took him unawares, it  
betrayed him into his greatest sins." (Renault, 26) He turned often to his friends for  
succor, support, and as an outlet for his deep emotions. He was in "constant need for  
reassurance, and he returned affection so warmly that it seldom let him down. When it  
did, it shook him to his roots." (Renault, 26)

During the events of his later conquests, his temper is said to have acerbated.  
When the instigators of a mutiny were revealed, Alexander had them sentenced to death.  
The contemporary historian Arrian said that Alexander had them arrested, " 'For his  
temper had worsened at this time'; a startling light upon earlier tolerance, but probably  
true; increased fatigue and recurrent pain do make for irritability." (Renault, 236) He was  
also described as a vain man: "He loved being told of his achievements, and if he did not  
get enough he asked for more." (Renault, 129) There is no doubt that he sought for his  
personal glory. However, "the romantic love of personal heroism, which shortened his  
life, was also the spell which caused his men to follow him, and is inseparable from his  
destiny." (Renault, 251) And while it is true he wanted to hear of his great achievements,  
he only would claim that part which was truthful.

**BENJAMIN FRANKLIN**

**“... I have always thought that one Man of tolerable Abilities may work great Changes, and accomplish great Affairs among Mankind, if he first forms a good Plan, and , cutting off all Amusements or other Employments that would divert his Attention, makes the Execution of that same Plan his sole Study and Business.”**

## Benjamin Franklin

Benjamin Franklin had very little formal schooling as a youth, on account of being taken home to help his father's business at the age of 10. In the short time he was in school he had even failed Mathematics. However, his parents were good and just people, and taught him to be a prudent and honest man. Young Benjamin, at this time being very much inclined to books, became an apprentice to his brother, a printer, at 12 years of age. Here the youth showed a well of ambition to improve himself. To appease his "thirst for knowledge" he went to great lengths to borrow books he was interested in reading. (Franklin, 58) He said, "Often I sat up in my Room reading the greatest Part of the Night, when the Book was borrow'd in the Evening and to be return'd early in the Morning lest it should be miss'd or wanted." (Franklin, 59) He wrote poetry and ballads and worked diligently at improving his writing skills. He would take good newspapers and after reading an article several times would endeavor to imitate it in the best way he could from memory. Then he would compare his writing with the original:

By comparing my work afterwards with the original, I discover'd many faults and amended them; but I sometimes had the Pleasure of Fancying that in certain Particulars of small Import, I had been lucky enough to improve the Method or the Language and this encourag'd me to think I might possibly in time come to be a tolerable English Writer, of which I was extremely ambitious. (Franklin, 62)

He showed temperance in his eating and drinking habits and to this he ascribed his "clearness of Head and quicker Apprehension." (Franklin, 63) For a youth of very little means he was exceedingly philanthropic. He said of himself he was "a Man being sometimes more generous when he has but a little Money than when he has plenty, perhaps thro' Fear of being thought to have but little." (Franklin, 75) As a young man

Benjamin adopted a form of verbal reasoning known as the Socratic Method, with certain parts remaining with him throughout his life:

I continu'd this Method some few Years, but gradually left it, retaining only the Habit of expressing my self in Terms of modest Diffidence, never using when I advance any thing that may possibly be disputed, the Words, *Certainly, undoubtedly*, or any others that give the Air of Positiveness to an Opinion; but rather say, I conceive, or I apprehend a Thing to be so or so, It appears to me, or I should think it so or so for such and such Reasons, or I imagine it to be so, or it is so if I am not mistaken. This Habit I believe has been of great Advantage to me, when I have had occasion to inculcate my Opinions and persuade Men into Measures that I have been from time to time engag'd in promoting. (Franklin, 65)

At the fragile age of 17, as the relationship with his brother dwindled<sup>9</sup>, Benjamin was told of a printer who needed an apprentice in Philadelphia and set sail on an available ship. Arriving with little more than the clothes on his back, Benjamin quickly earned plenty to live on through his "Industry and Frugality." (Franklin, 79) He stayed in one way or another in the printing business much of his life. He traveled to England, but most of his time was spent in Philadelphia, until his political career took him again abroad.

Benjamin's frugality and industriousness is evidenced early in his career: "In order to secure my Credit and Character as a Tradesman, I took care not only to be in *Reality* Industrious and frugal, but to avoid all *Appearances* of the Contrary. I drest plainly; I was seen at no Places of idle Diversion; I never went out a-fishing or shooting.... I spent no time in Taverns, Games, or Frolicks of any kind." (Franklin, 125-126, 143)

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<sup>9</sup> "Tho' a Brother, he considered himself as my Master, and me as his Apprentice; and accordingly expected the same Services from me as he would from another; while I thought he demean'd me too much in some he requir'd of me, who from a Brother expected more Indulgence. Our Disputes were often brought before our Father, and I fancy I was either generally in the right, or else a better Pleader, because the Judgment was generally in my favour: But my Brother was passionate and had often beaten me, which I took extremely amiss; and thinking my Apprenticeship very tedious, I was continually wishing for some Opportunity of shortening it, which at length offered in a manner unexpected." (Franklin, 68)

Benjamin Franklin believed in eating healthily, and the benefits of a vegetarian diet, which he could himself prepare several dishes. While most of his coworkers guzzled beer, he drank only water, and at length, Benjamin convinced them of the advantages to his diet: "From my Example a great part of them, left their muddling Breakfast of Beer and Bread and Cheese, finding they could with me be supply'd from a neighbouring House with a large Porringer of hot Water-gruel, sprinkled with Pepper, crumb'd with Bread, and a Bit of Butter in it, for the Price of a Pint of Beer." (Franklin, 101) Thus, Benjamin stuck to this diet, unless he reasoned with himself otherwise.<sup>10</sup>

Benjamin Franklin never joined with any religious sect of his day<sup>11</sup>, but considered himself to be a religious man, Sunday being his day of study. On March 9, 1790, he restated the religious creed with which he governed his life:

a belief in one God, the Creator, who is best served by "doing good to his other Children"; immortality of the human soul, to be "treated with Justice in another Life respecting its Conduct in this"; Jesus' system of morals and his religion, as he left them, "the best the World ever saw or is likely to see," though since somewhat corrupted. (Franklin, 322)

Mr. Franklin's greatest strength was in his constant pursuit of what is right, good, and honest, and in his incessant application throughout his life of those principles he found to be of this idealistic character. He said, "I grew convinc'd that *Truth, Sincerity and Integrity* in Dealings between Man and Man, were of the utmost Importance to the

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<sup>10</sup> "I consider'd.... the taking every fish as a kind of unprovok'd Murder, since none of them had or every could do us any Injury that might justify the Slaughter. All this seem'd very reasonable. But I had formerly been a great Lover of fish, and when this came hot out of the Frying Pan, it smelt admirably well. I balanc'd some time between Principle and Inclination: till I recollected, that when the Fish were opened, I saw smaller Fish taken out of their Stomachs: Then thought I, if you eat one another, I don't see why we mayn't eat you. So I din'd upon Cod very heartily.... So convenient a thing it is to be a *reasonable Creature*, since it enables one to find or make a Reason for every thing one has a mind to do." (Franklin, 87-88)

<sup>11</sup> "Franklin's respect for and tolerance of all religious groups was an important characteristic of the man, and the records bear out his statement of financial aid to all sects that asked him for it." (Franklin, 146)

Felicity of Life, and I form'd written Resolutions, (which still remain in my Journal Book) to practice them ever while I lived." (Franklin, 114) In an effort for betterment of self and others, Mr. Franklin started a club in Philadelphia:

for mutual Improvement, which we call'd the Junto. We met on Friday Evenings. The Rules I drew up requir'd that every Member in his Turn should produce one or more Queries on any Point of Morals, Politics or Natural Philosophy, to be discuss'd by the Company, and once in three Months produce and read an Essay of his own Writing on any Subject he pleased. Our Debates were to be under the direction of a President, and to be conducted in the sincere Spirit of Enquiry after Truth, without Fondness for Dispute, or Desire of Victory; and to prevent Warmth all Expressions of Positiveness in Opinion, or of direct Contradiction, were after some time made contraband and prohibited under small pecuniary Penalties. (Franklin, 116-117)

Perhaps most impressive of all was Franklin's "project of arriving at moral Perfection" in which he endeavored to carry out a plan whereby he would commit no fault or wrong in his life:

I included under Thirteen Names of Virtues all that at that time occur'd to me as necessary or desirable, and annex'd to each a short Precept, which fully express'd the Extant I gave to its Meaning.

These Names of Virtues with their Precepts were

**1. TEMPERANCE.**

Eat not to Dulness.  
Drink not to Elevation.

**2. SILENCE.**

Speak not but what may benefit others or yourself. Avoid trifling Conversation.

**3. ORDER.**

Let all your Things have their Places. Let each Part of your Business have its Time.

**4. RESOLUTION.**

Resolve to perform what you ought. Perform without fail what you resolve.

**5. FRUGALITY.**

Make no Expence but to do good to others or yourself: i.e. Waste nothing.

## **6. INDUSTRY.**

Lose no Time. Be always employed in something useful. Cut off all unnecessary Actions.

## **7. SINCERITY.**

Use no hurtful Deceit.  
Think innocently and justly; and, if you speak, speak accordingly.

## **8. JUSTICE.**

Wrong none, by doing Injuries or omitting the Benefits that are your Duty.

## **9. MODERATION.**

Avoid Extreams. Forbear resenting Injuries so much as you think they deserve.

## **10. CLEANLINESS.**

Tolerate no Uncleaness in Body, Cloaths or Habitation.

## **11. TRANQUILITY.**

Be not disturbed at Trifles, or at Accidents common or unavoidable.

## **12. CHASTITY.**

Rarely use Venery but for Health or Offspring; Never to Dulness, Weakness, or the Injury of your own or anothers' Peace or Reputation.

## **13. HUMILITY.**

Imitate Jesus and Socrates. (Franklin, 148-150)

Franklin's desire was to make a habit of these qualities, one by one, each week, until he had acquired them all, at which time he would arrive at moral perfection. He made a little book where kept track of each virtue, examined his actions at the end of each day, and filled in if he had been successful in that virtue or not. He executed the plan for some time, but found it more difficult than he had first presumed. Being a transformational leader<sup>12</sup> usually is more difficult: "...I soon found I had undertaken a

<sup>12</sup> "A transformational leader will develop a plan of action,... and unleash power by vocalizing the core values of the system. Their source of credibility is their behavioral integrity. A leader must walk the walk and talk the talk. Every action must be in alignment with the vision.... When evaluating a vision, people

Task of more Difficulty than I had imagined. While my *Attention was taken up* in guarding against one Fault, I was often surpriz'd by another." (Franklin, 148) He practiced this plan for some time, before his affairs abroad and voyages stopped him entirely. However, he always carried his little book with him, and always felt rewarded for his efforts<sup>13</sup>: "...tho" I never arrived at the Perfection I had been so ambitious of obtaining, but fell far short of it, yet I was by the Endeavor a better and a happier Man than I otherwise should have been, if I had not attempted it...." (Franklin, 156)

Franklin, by understanding the difference one can make<sup>14</sup>, is responsible for many brilliant contrivances which have advanced the human condition. His first public project was the institution of a subscription library, "The Library Company of Philadelphia," which was the first in all of North America. They enabled anyone with an inclination to learning the opportunity to gain knowledge through books: "These Libraries have improv'd the general Conversation of the Americans, made the common Tradesmen and Farmers as intelligent as most Gentlemen from other Countries...." (Franklin, 130-131)

This library afforded Franklin in his later years the opportunity to continue his passion for

watch the behavior of their leaders and quickly recognize if a leader lacks personal discipline and commitment. (Quinn, 125)

<sup>13</sup> "And it may be well my Posterity should be informed, that to this little Artifice, with the Blessing of God, their Ancestor ow'd the constant Felicity of his Life down to his 79<sup>th</sup> Year in which this is written....To *Temperance* he ascribes his long-continu'd Health, and what is still left to him of a good Constitution. To *Industry* and *Frugality* the early Easiness of Ms Circumstances, and Acquisition of his Fortune, with all that Knowledge which enabled him to be an useful Citizen, and obtain'd for him some Degree of Reputation among the Learned. To *Sincerity* and *Justice* the Confidence of his Country, and the honourable Employs it conferr'd upon him. And to the joint Influence of the whole Mass of the Virtues, even in the imperfect State he was able to acquire them, all that Evenness of Temper, and that Cheerfulness in Conversation which makes his Acquaintance. I hope therefore that some of my Descendants may follow the Example and reap the Benefit." (Franklin, 157)

<sup>14</sup> "One person can make deep change in an organization. However, deep change comes at great cost. Enacting change means taking some risks. When we take the necessary risks, we become self-empowered. We begin to better align our internal self with our external world. As our internal power base grows, we become confident and make genuine progress toward our goal. We become energized and

reading and study, "for which I set apart an Hour or two each Day; and thus repair'd in some Degree the Loss of the Learned Education my Father once intended for me." (Franklin, 143) He is the author of the once very popular "Poor Richard's Almanack," where he "filled all the little Spaces that occur'd between the Remarkable Days in the Calender, with Proverbial Sentences, chiefly such as inculcated Industry and Frugality, as the means of procuring Wealth and thereby Virtue, it being more difficult for a Man in Want to act always honestly, as.... *it is hard for an empty Sack to stand upright.*" (Franklin, 164) He was the first to suggest a property tax which was proportioned to the size of each household's property. This enabled the widow, who had but little to lose, the advantage of paying a smaller tax than a very rich man on a large estate. Franklin was responsible for the first fire department, where a certain number of men were responsible for having always ready resources to help extinguish a fire as soon as they learned of it. Upon thinking that the city of Philadelphia had no defense, he made a proposal to the establishing of an army there, and with little objection, the men in this force "amounted at length to upwards of Ten Thousand." (Franklin, 183) He was chosen as Colonel, but denied the offering, considering himself not qualified, although in his later career Franklin eventually served as one. In 1742, Franklin invented an open stove<sup>15</sup>, which apparently was much better than those they had in circulation at the time: "With it, he asserted, the

slowly begin to recognize that we can make a difference. We begin to understand that one person really can change the system." (Quinn, 219)

<sup>15</sup>"...Govt. Thomas was so pleas'd with the Construction of this Stove, as describ'd in it that he offer'd to give me a Patent for the sole Vending of them for a Term of Years; but I declin'd it from a Principle which has ever weigh'd with me on such Occasions, viz. *That as we enjoy great Advantages from the Inventions of others, we should be glad of an Opportunity to serve others by any Invention of ours, and this we should do freely and generously.*" (Franklin, 191-192)

common room was ‘twice as warm as it used to be, with a quarter of the Wood I formerly consum’d there.’” (Franklin, 191-192)

He also greatly improved the design and function of street lamps, and post lamps of Franklin’s design now stand in Independence Square, Philadelphia. Franklin played a key role in the establishing of a hospital in Philadelphia. Seeing that there was not sufficient education for the youth of the area, through considerable effort, Franklin led in the establishing of the University of Philadelphia. He was the first to suggest the advantages of paved roads in Philadelphia, and oversaw the project, establishing a city tax for the paving to be done. Franklin is rightly well known for his scientific experiments, which were “important” in that day. He published a pamphlet with his basic scientific work entitled, “Experiments and Observations on Electricity,” in 1751. (Franklin, 242) He also was the first to suggest lightning rods as a means of protecting buildings. In addition, he published a paper on his maritime observations, which made some good suggestions about sailing techniques with the wind.

When retiring from his private business, Franklin had this to say, “...the Publick now considering me as a Man of Leisure, laid hold of me for their Purposes; every Part of our Civil Government, and almost at the same time, imposing some Duty upon me. The Governor put me into the Commission of the Peace; the Corporation of the City chose me of the Common Council, and soon after an Alderman; and the Citizens at large chose me a Burgess to represent them in Assembly.” (Franklin, 196) Benjamin Franklin played a prominent role in the way the government was formed and functioned around the United States independence of 1776. He stated his views passionately in a letter to his sister: “God knows my Heart, I would not accept the best Office the King has to bestow, while

such Tyrannic Measures are taking against my Country." (Franklin, 313) Along with Thomas Jefferson, John Adams, Roger Sherman, and Robert R. Livingston, he prepared the Declaration of Independence. He held many political positions<sup>16</sup>, including a long stay in France from 1776-1785 as a representative of the United States. Here, his knowledge of several languages would have served him well, for he knew French, Italian, Spanish, and Latin.

Benjamin Franklin was a leader as a boy, though he would sometimes lead his friends into mischief. In his youth he also grew fond of argumentation with one certain friend. He said:

We sometimes disputed, and very fond we were of Argument, and very desirous of confuting one another. Which disputatious Turn, by the way, is apt to become a very bad Habit, making People often extreamly disagreeable in Company, by the Contradiction that is necessary to bring it into Practice, and thence, besides souring and spoiling the Conversation, is productive of Disgusts and perhaps Enmities where you may have occasion for Friendship. I had caught it by reading my Father's Books of Dispute about Religion. Persons of good Sense, I have since observ'd, seldom fall into it... (Franklin, 60)

In his writings as a young man, Benjamin said that he "fell far short in elegance of Expression, in Method and in Perspicuity..." (Franklin, 61) In his earlier newspaper writings some look at him in an "unfavorable Light, as a young Genius that had a Turn for Libelling and Satyr." (Franklin, 69) On one return to Philadelphia, his father gave him advice to "avoid lampooning and libelling to which he thought I had too much

<sup>16</sup> These included being elected postmaster general by Congress, a delegate to Pennsylvania Constitutional Convention, commissioner to the court of France, commissioner to negotiate treaties of amity and commerce with foreign powers, sole minister plenipotentiary at court of France (1779), peace commissioner for the U.S. (1781), member of Supreme Executive Council of Pennsylvania; elected president (1785), president of Society for Political Enquiries, president of Pennsylvania Society for Promoting the Abolition of Slavery (1787), and Pennsylvania delegate to Federal Constitutional Convention. (Franklin, 314-321)

Inclination...” (Franklin, 83) As aforementioned, Benjamin’s brother would beat him on several occasions, which in retrospect urged Benjamin to state that “Perhaps I was too saucy and provoking.” (Franklin, 70) Another error in his youth was lending someone money from an amount that he had initially been lent. Benjamin was thence never paid back for this sum, but luckily his friend Vernon did not exact his entire amount until much later when Benjamin had sufficient means to pay him. Benjamin later said, “The Breaking into this Money of Vernon’s was one of the first great Errata of my Life. And this Affair show’d that my Father was not much out in his Judgement when he suppos’d me too young to manage Business of Importance.” (Franklin, 86)

Upon undertaking his plan to achieve moral perfection, Benjamin Franklin said:

My Scheme of ORDER gave me the most Trouble, and I found, that tho’ it might be practicable where a Man’s Business was such as to leave him the Disposition of his Time, that of a Journey-man Printer for instance, it was not possible to be exactly observ’d by a Master, who must mix with the World, and often receive People of Business at their own Hours. *Order* too, with regard to Places for Things, Papers, &c. I found extremely difficult to acquire. I had not been early accustomed to *Method*, and having an exceeding good Memory, I was not so sensible of the Inconvenience attending Want of Method. This Article therefore cost me so much painful Attention and my Faults in it vex’d me so much, and I made so little Progress in Amendment, and had such frequent Relapses, that I was almost ready to give up the Attempt, and content my self with a faulty Character in that respect. (Franklin, 155)

Also in respect to this project of perfection, a Quaker friend informed Benjamin that he was "generally thought proud; that my Pride show’d itself frequently in Conversation; that I was not content with being in the right when discussing any Point, but was overbearing and rather insolent; of which he convinc’d me by mentioning several Instances...” (Franklin, 158-159) Later, when Benjamin was commenting on pride in general, he said,

You will see it perhaps often in this History. For even if I could conceive that I had compleatly overcome it, I should probably by [be] proud of my Humility." (Franklin, 160)

During their first year together in England, Benjamin Franklin and Thomas Penn are said to have "quarreled bitterly. The Perms wrote that "Franklin always looked 'like a malicious V[illain]." Some of Franklin's difficulties were later explained:

B. Franklin has not yet been able to make much progress in his affairs. Reason is heard with fear: the fairest representations, are considered as the effects of superior art; and his reputation as a man, a philosopher and a statesman, only seem to render his station more difficult and perplexing<sup>17</sup>. (Franklin, 264)

<sup>17</sup> "Excellence, by definition, requires continued deviance from the norm. When an individual or organization excels, it will encounter pressure to return to conventional behavior.... Deviance will always generate external pressures to conform. To face up to such challenges and surmount them, an individual or group needs to be internally driven." (Quinn, 174) Also, "The leader's actions are often beyond normal expectations and outside the rules of self-interest. For this reason, the transformational leader is difficult to understand." (Quinn, 126)

## Appendix

### Modern Accounts of Parallel Lives

The Greek historian, Plutarch (46-120 AD), wrote a series of 46 biographies compiled as the well-known "Parallel Lives." He mostly compared a Greek and a Roman who exhibited similar traits in character and achievement. (Franklin, 58) It is this basic premise which prompts the author to similarly compare Napoleon, Alexander, and Benjamin Franklin with contemporary counterparts .

Roger L. Reid is a man whose relentless persistence and iron will makes him admirably comparable to a modern day Napoleon. While Napoleon's uprising dealt with the military and political realms, Reid's was in the arena of athletics. As a youth, Reid envisioned his destiny to be a professional athlete, and hoped to one day be the coach at BYU. He let little stand in his way to meeting this aim. Reid would spend time by himself hitting a torn and badly in shape ball into a fence practicing his baseball swing. "When snow fell in the winter, he would shovel the driveway of his Springville home... and shoot hoops for hours." (Call, 6) Reid was always ambitious and aggressive. His brother Marv said, "Roger was one of those kids who was extremely competitive. He'd always worked my arms off playing basketball and baseball." (Call, 7) For his hard work, Reid lettered in track, football, basketball, and baseball while in high school. He was named all-state for basketball and baseball. Napoleon was the same as a child. He was "self-reliant" and possessed "physical courage" to excel in athletic games and in his studies. He was extremely dedicated to his schooling and was superior in history and geography. Also, "His mastery of mathematics eventually brought him out top of his class." (Ellis, 13)

Reid's determination, work ethic, heart, and athletic ability led to his playing four years of professional baseball in the Braves and White Sox organizations. While a player

<sup>18</sup> These modern day leaders are all known to the author, who has had personal experience with all three

"Reid would spend his free time reading everything he could get his hands on about coaching, including strategies and philosophies." (Call, 7) This time in Reid's life parallels closely with the few years that Napoleon had as a soldier proving his brilliant military mind. Also, Napoleon used this time developing his military, political, and social philosophies, as well as performing his duties that would lead to his leadership climb: "His action earned him immediate promotion to the rank of brigadier-general at the age of twenty-four."

When Reid began his coaching career he was viewed as an amazing strategist. "When you play against Roger," remarked one opposing coach, "you'd better bring an arsenal. He had every kind of defense imaginable." (Call, 7) His skill led to an ascent through the high school ranks. "During this time, though, Reid never lost sight of the big goal: to get... to BYU" (Call, 7) This would require sacrifice and time but Reid was willing to do what it took to satiate his will to coach at BYU: "I've always had a burning desire to coach at BYU. It's an intangible thing." (Call, 7) Exactly the same thing Napoleon believed in regards to his rise to the eventual throne of France. He would bide his time and do everything in his power to achieve his ultimate goal, whatever the present difficulties may be.

Napoleon was known as an inspiring and intimidating presence. He did not tolerate opposition from his soldiers, and seldom did he single them out for any purpose. Reid was also viewed as an inspiring, disciplined, and intimidating figure. He was strictly authoritarian and often stated that the team came first: "There is no T in team," he would say. But this method got results. After one practice session, a coach remarked, "One kid of the compared individuals.

threw up. He came to me afterwards and said, 'Coach, I've never had so much fun in my life.'" (Call, 9)

Both men also possessed a great capacity to work, and a drive to always be about achieving some desired aim. "Reid admits he is a constant worrier. 'At night I'm always tossing and turning, thinking about how to do things better.... It makes me work harder.... You have to give 100 percent in everything.'" (Call, 9) Reid is very much persistent and constantly determined. "He's relentless.... He's the epitome of the most dogged determination you can imagine in order to succeed. There's not a difference between a night and day for him because he thinks about how to improve his team and each player's performance" (Call, 9) Napoleon is said to have had " an extraordinary capacity for work, often without much sleep." (Ellis, 88) He was always forming plans and developing tactics to overcome the enemy in battle, and structuring domestic programs to strengthen the interior of France. He was ruthless in his pursuit to extend France's interests and power.

Sadly enough, both men were forced out of the positions they had dreamed about and fulfilled. Napoleon's story is all too familiar beginning with his exile on the island of Elba, followed by the famous period known as the Hundred Days. During this time he tried to regain his former power, and although he inspired many, his attempt ultimately was unsuccessful. Reid, too, after becoming the winningest coach in BYU history, winning conference and tournament championships, and meeting the strict religious

requirements of the school, was at length told to abandon his position. It is, however, noteworthy that the reign of both of these men is largely seen as one of the greatest for their respective institutions.

Danny Ainge, long time NBA player and now head coach of the Phoenix Suns, has a passion and fire in the field of battle reminiscent of Alexander the Great. He also possesses a playful and compassionate heart off the court of equal properties. "When I was a kid," Ainge says, "I was always a real loose player. I think in the heat of battle I'm different. I always have been. But I joked around before games and had a lot of fun playing." (Bujdos, 28) In fact, it is well known that Ainge was more than willing to get in a scrape for a loose ball or if an opponent was playing tough guy. He was someone you loved if he was on your team, for if a fight broke out, Ainge was one of the first guys to come to your aid. He was "known for his aggressive, whatever-it-takes style of play." (Bujdos, 30) Because of his ferocity on the court, Danny was also someone you hated to play against. Alexander was similar. He was friendly and held many festivals and feasts before military campaigns and after conquests. However, in battle, few were more courageous or aggressive as he was, as evidenced by his bravery to leap into battle when odds were lopsidedly against him.

Their similarities begin even before adulthood, as both of these men had a brilliant childhood. Danny was a gifted and talented youth. In high school he was a three-sport

<sup>19</sup> "That he's won so much may factor in as a reason for the criticism. "He's had a tremendous amount of success.... Familiarity with success breeds contempt. We're spoiled. Expectations have become so profoundly far-fetched and unrealistic. No matter what you do, people are going to find fault. It's unbelievable. It's way too trivialized.... We always look for something wrong with someone else. We don't stop and consider how great we have it. We always look for something wrong and find fault." (Call, 9)

all-American in basketball, baseball, and football. He led his basketball team to an Oregon state championship, and was drafted out of high school by the Toronto Blue Jays. Then, while becoming a college All-American at BYU, Danny was playing third base for the major league Blue Jays. Alexander as well excelled in physical sports despite his small stature, but also was gifted musically and maintained a keen-witted maturity that few adolescents had. Becoming a military leader in his teenage years and the ruler of Macedonia at age 20 shows Alexander's amazing capacity to achieve.

Danny also possesses other skills around the battlefield that Alexander showed. He has the unique talent to handle enormous amounts of mental and physical strain and still perform at his highest level. Danny could concentrate and focus while playing, making quick, well-executed decisions, a talent that most players found difficult. "He's really good at handling pressure.... He doesn't really get too down or too excited. He's real even and I'm extremely grateful for that because I've seen other people, other players, who aren't that way and that would be hard to live with." (Bujdos, 28) Danny is always trying to stay positive, a trait which no doubt shows and rubs off on his team and family. "When the game's over, there are some sick feelings I've had, some real sick feelings. But at the same time, I've been able to keep things in perspective, what it really means, and that there's another game coming up, that there's another year..." (Bujdos, 28) Alexander was almost always able to inspire his men after battle to take heart. Even amidst some of his most grueling campaigns, he could, by his positive, inspiring words, instill in himself and his men the drive to continue and fight on.

Ainge and Alexander also experienced the difficulties associated with engrossing lifestyles. Alexander spent years away from his homeland of Macedonia on his many

military campaigns. His family, too, he rarely saw at times, sacrificing his own repose to lead his warriors. Ainge is no different. There are stretches during road trips where he rarely sees his family, instead, focusing on preparation for the games. Danny's wife said, "Two-week road trips aren't good because I start wondering if I'm married and if I'll ever see my husband again. The two-week road trips are really hard." (Bujdos, 26)

John Huntsman's modern-day achievements are rivaled by few in terms of benefit to society and the human condition, and for this he can only be likened to such a noble character as Benjamin Franklin. Both had humble upbringings and little in the way of material possessions. Franklin had to leave school early on to work with his dad and brother, a printer, as an apprentice. Huntsman also came from "modest circumstances." He grew up in a little town in Idaho where his dad taught school. However, both were taught and nurtured at home. Huntsman said that there was a lot of love in his family, which no doubt helped him to rise from this obscure beginning. A trait that Huntsman continues today is this love for his family. Franklin, too, had a father who cared for him, and tried to "improve the Minds of his Children." (Franklin, 55) He also tried to be close with his children as they matured and chose their paths in life.

Most of their learning was self-inspired. Franklin was always an assiduous reader, reading whatever he could get his hands on which would in some way improve him. This knowledge helped him obtain the fortune of having his own printing business at the young age of 21. Huntsman was also a self-motivator and constantly engaged in some useful work. From his early years he mowed lawns, had a full-time job in the 6<sup>th</sup> grade, and two jobs by the 8<sup>th</sup> grade. He loved to work, "to create" as he called it. Not unusual, then, to

note that by college he had set up two businesses. A little later as a naval officer he developed a method wherein he could import products from Japan and the Orient.

Both of these inspired men attribute their success to guidelines and principles that they used to rule their lives. Huntsman attributes his success to the great blessing and opportunity he had to "inculcate his family and business under the guidelines of his own faith." His faith was centered around the teachings of Jesus Christ where the utmost standard of moral integrity was the requirement. Huntsman understood the necessity of taking the initial risk before ultimately realizing that "dream or destiny" he anticipated. He also believed and practiced the principles of discipline, constant study and learning, and vision to etch out a purpose in life. Then he delineated the ways by which he would accomplish this larger mission. Huntsman always stuck by his most successful personal philosophy:

We have absolutely refused to accept no as an answer, and no has always meant yes to me. No has always been a challenge. It's always meant there is a way. There is a route that you can take where you can accomplish this objective and this goal. I believe to individuals who accomplish in their lives they cannot let the negative ever interfere with the positive. They have to be optimistic always.

Franklin was very similar. He believed in God and in high standards of virtue and integrity, as evidenced by his project done in an attempt to achieve moral perfection. Here, he endeavored to perfect himself in the following 13 qualities: temperance, silence, order, resolution, frugality, industry, sincerity, justice, moderation, cleanliness, tranquility, chastity, and humility. Constantly he was in pursuit to better himself in these categories, the while improving his own lot in life, and significantly improving the lives of those around him.

Franklin and Huntsman viewed the world of business and their success with much the same priorities. Huntsman's top business priorities<sup>20</sup> are to, first, pay back his debt to the banks who finance his many acquisitions and other ventures. Secondly, he endeavors to keep a modern and safe work environment for his many employees. This is his top concern. Lastly, his desire is to return plentifully to the immediate neighborhoods where his facilities are located, and also to the greater community at large. This means that he donates significant time and money to such worthy causes as scholarships, homeless shelters, hospitals, and cancer research facilities. Not only does Huntsman enjoy helping humanity, he considers it his "sacred duty"<sup>21</sup> as he has gained more affluence to give back to those who have but little. Franklin, too, shared in Huntsman's moral obligation to quickly repay those people or institutions that risked their finances on his behalf. He was very shrewd and meticulous in this respect. Franklin's business priorities, then, almost all revolved around his high ideals of virtue and his desire to better himself and mankind. His industry and frugality helped him receive customers as a printer, which he used to for such activities that he deemed would be useful either to the intellectual betterment of the self, or else to some practical application which would help everyone. In other words, his top concern was for improving humankind, and almost all his time and talents were put to this use. This enabled him the means to research, write, experiment, hold political office, and

<sup>20</sup> From Huntsman Corporation's mission statement: "Our Values: We believe that ethical and moral standards are the foundation of good business policies and we will operate with integrity. We strive for participative management and employee involvement at all levels because each employee is an associate in our business and a vital part of our family."

<sup>21</sup> Part of Huntsman Corporation's mission statement also says, "We will place into society assistance for those who suffer, hope for those who may need inspiration, and education for those who may feel the challenge but don't have the means."

donate significantly to places like hospitals, universities, churches, the army, and educational facilities for the youth.

Perhaps most important, Huntsman and Franklin have both contributed significantly to the betterment of humanity on a grand scale. We are familiar with many of Franklin's advances in electricity, and for his inspiring part in the writing of the Declaration of Independence. Little known are some of his other achievements: developing the open stove, significantly improving the street lamp, overseeing the first paved roads in Philadelphia, established the first subscription library, established the first property tax, started University of Philadelphia, helped in first hospital in Philadelphia, organized army of Philadelphia, many useful writings including his autobiography and "Poor Richard's Almanack," developed the lightning rod, made useful maritime observations, as well as the contributions he made serving in many political offices. His role as a great leader and man cannot be underscored.

Huntsman has also immensely contributed to the present world and its inhabitants. "The Huntsman story began in 1970 when Jon Huntsman, his brother, Blaine, and a few trusted associates founded Huntsman Container Corporation. Jon formed Huntsman Chemical Corporation in 1982, and, through a series of strategic worldwide acquisitions, joint ventures, and technology licensing agreements, has built the Huntsman companies into a major force in the world petrochemical industry." In the "1970's Huntsman Container Corporation pioneered and developed more than 80 innovative plastic packaging products, including the polystyrene foam-egg carton." Almost every other packaging method for eggs became obsolete. They also developed the " 'clamshell' sandwich container which revolutionized the fast food packaging industry." During the

'80's his corporation continued to grow at an amazing rate thanks to Huntsman's brilliant leadership. They were then selling customers products worldwide "from food and cosmetic packaging to outdoor furniture, bike helmets, and auto parts. In the late '80's and early '90's Huntsman Corporation doubled its size and supplied petrochemicals throughout a myriad of countries throughout the world. They had become one of the nation's top three polypropylene producers. In its "first 25 years Huntsman Corporation grew into a global petrochemical business with more than 7,300 employees at 81 locations in 23 countries." These petrochemical products almost certainly touch your everyday life in some significant facet.

But the business is only the small part of the story. Huntsman's truest contributions have been to the innumerable groups and individuals he has touched. He has literally saved lives, perhaps mainly through his cancer research institutions, the latest development being a complex he built with a hundred million dollar contribution. Here Huntsman plans on finding "breakthroughs" for cures to this horrible disease. He is dedicated to finding a cure for cancer, the "answer to this great puzzle." He protects the environment where every one of his facilities are worldwide through various programs. He donates scholarships for education and the arts, as well as athletics. He donates significantly to shelters for homeless. He provides medical care to those who cannot afford it. He donates money for those who are hungry for food, both in the "body and spirit." Huntsman is in every way a modern day saint, traveling throughout the world, leaving a trail of goodness following him.

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