



When asked about her success as a 30-year journalist and international reporter, **Christiane Amanpour reflected, "I report the news without fear or favor."**

She was echoing Adolph S. Ochs who, in 1896 upon assuming control of *The New York Times*, declared in the editorial page:

"It will be my earnest aim that The New York Times... give the news impartially, without fear or favor, regardless of party, sect, or interests involved..."

Without fear or favor...

What do we fear? Judgment, criticism, threats, blame

What do we favor? Our own opinions, perspectives, solutions, and advice

So what would it take to *lead* without fear or favor? **Courage.**

- Courage to make unconventional decisions and choices at the risk of reprimand or retribution
- Courage to seek and consider divergent viewpoints of any situation, person, or problem

Practically, this guiding principle calls upon us to:

- Question our own opinions and perspectives
- Welcome others' ideas, advice, and solutions (*even when we think we know the right answer*)
- Listen curiously, interested in what we're not seeing (*our blindspots!*)
- Suspend our judgment when someone presents their side of an issue
- Govern out of integrity, dignity, and fairness, not popularity or self-interest
- Pursue a vision (*our battle cry!*) in the face of objection, opposition, negativity, even vitriol

When Aetna CEO Mark Bertolini introduced yoga and meditation to the company notwithstanding his CFO's disapproval; when he investigated a suggestion that his front-line employees were suffering from inadequate benefits; when he improved those benefits, undeterred by shareholder defection; when he negotiated with CVS to maintain those benefits upon acquisition of Aetna... he demonstrated "leading without fear or favor."

Better bosses lead with the courage and commitment to be changed by, for, and with others.

Ann Tardy



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