Twelve Qualities of a Leader

By
Norman R. Augustine
Director and Retired Chairman
Lockheed Martin Corporation
Based on a Presentation at
The Colloquium on Leadership,
Creativity and Values
Sponsored by
The Center for Strategic and
International Studies
Washington, D.C.
April 29, 1999

Thank you General Graves, for that generous introduction! And thank you for allowing me the opportunity to expound on a subject in which I have a great deal of interest: the subject of leadership.

Having given the topic considerable thought over the years from various vantage points in business, government, academia, and charitable pursuits, I am struck particularly by its importance for a democratic, self-governing people. It is critical in our lives as businesspersons, teachers, military officers, and government officials — and it is absolutely vital in our roles as citizens of a free nation.

Yet I am repeatedly surprised — and occasionally disturbed — by the lack of attention which leadership and leadership development receive in our society. It's as though we expect nature to provide leaders automatically, without planning or training. There are even those who say leadership cannot be taught — one either has it or one doesn't. I don't exactly agree with all the implications of that point of view. Perhaps it cannot be taught. But it can be learned. And the distinction is important.

It seems that leadership is best learned in the school of hard knocks, where scar tissue takes the place of parchment diplomas, where experi-
but let us begin at the beginning: What exactly is a leader? In seeking to answer this question, I turned first to the dictionary. And the first definition I encountered was not overly illuminating: It defined a leader as "a short piece of cat gut!"

Not finding this especially insightful, I expanded my research to see what some accomplished leaders had to say about the subject of leadership. It was fairly easy to learn what leadership is not. Leadership is not coercion, intimidation, or compulsion. In the words of the renowned football coach, Vince Lombardi, "You show me a man who belittles another, and I will show you a man who is not a leader; or one who is not charitable, who has no respect for the dignity of another, is not loyal, and I will show you a man who is not a leader."

What then is leadership? Dwight Eisenhower called it "the art of getting someone else to do something that you want done because he wants to do it." Another football coach once described leadership in somewhat similar terms. He said, it is "getting grown men to do what they don't want to do in order to get what they want to get." One thing seems clear: Leadership on the part of men and women is more than personal achievement; it involves the amplification of achievement, the multiplication of impact, through the encouragement of voluntary exertion by others.

And there's a further distinction: Leadership is far more than management. To quote the authors of the book, Leaders, "Managers do things right. Leaders do the right things." Or, in my opinion, more accurately: "Leaders get the right things done." In short, leadership is about ends as well as means. In fact, it is inseparable from the ultimate objective, what the ancient philosophers called the "Good." True leadership involves the pursuit of good, just, honorable, and desirable ends.

This notion is important because it is where villains like Lenin, Pol Pot, Hitler, or even Blackboard the Pirate fall out as leaders. Few could question that they and others like them were capable of motivating others to do things — but that done is not leadership. It is certainly a component of leadership — but only one. It is, as the mathematicians like to say, a necessary but not sufficient condition.

True leaders motivate people to pursue worthwhile and lofty objectives. Tyranny and leadership may resemble each other in certain limited respects, but they are polar opposites in terms of what they accomplish. And the worst of all worlds results when an individual endowed with other leadership qualities lacks that most fundamental quality of all: integrity. It is under this circumstance that the world's great villains have emerged.

Perhaps surprisingly, the qualities of leadership seem to have much in common no matter the arena: sports, business, government, academia, the military, or a host of other fields of endeavor. Or, the other hand, the form which these qualities take in any given person can and does differ greatly.

Consider the following individuals, all of whom would be acknowledged by most people as effective leaders. Yet contrast their styles:

- In the military, compare the aggressive George Patton with Omar Bradley, "the soldier's soldier."
In politics, the unpretentious Harry Truman, on the one hand, and the glamorous Jack Kennedy, on the other.

In business, Chrysler's blunt and outspoken Lee Iacocca, versus the gentlemanly Bill Marriott, CEO of the Marriott Corporation.

Or in coaching, an emotional Vince Lombardi opposite a seemingly dispassionate Tom Landry.

All great leaders. But each with a particular style.

Armed with these distinctions I took my next cue from that great philosopher, Yogi Berra, who astutely noted, "you can see a lot by observing." Accordingly, the next step in my one-man, lifelong leadership study was basic research. Thus I developed a list of historical figures who have exhibited extraordinary leadership qualities. Similarly, I made a list of the remarkable leaders it has been my privilege to know personally.

What is it, if anything, that these different individuals have in common? Not surprisingly, there is a pattern to be found in the qualities they possess, as different as these individuals may be in other respects. These essential qualities become most evident in times of crisis, for that is when leadership displays itself. There is a Swedish proverb that says, "In calm waters, every ship has a good captain."

In studying these individuals, I have identified some twelve general qualities that all seem to share.

1) Character
The first and by far the most important quality is character. If people can't trust you, they won't follow you. It's as simple as that. Successful leaders are individuals of strong ethical standards, people who know what they stand for and what, people of integrity.

They set for themselves and those around them a moral compass, a sense of ethical direction in all that they undertake.

In a speech in 1993, former President Ronald Reagan said it ever so well: "The character that takes command in moments of crucial choices has already been determined. It has been determined by a thousand other choices made earlier in seemingly unimportant moments. It has been determined by all those 'little' choices of years past — by all those times when the voice of conscience was at war with the voice of temptation — whispering a lie that 'it doesn't really matter.'

It has been determined by all the day-to-day decisions made when life seemed easy and crises seemed far away, the decisions that piece by piece, bit by bit, developed habits of discipline or of laziness; habits of self-sacrifice or self-indulgence; habits of duty and honor and integrity or of dishonor and shame."

Interestingly, this is the same view underscored by Johnson & Johnson's Jim Burke, who was CEO of that highly regarded corporation during the tragic Tylenol murders — a series of fatalities produced by someone who contaminated packages of Tylenol on store shelves with cyanide. Jim and the company he led, Johnson & Johnson, are widely admired for their courageous handling of that crisis. Their response was to recall every single container of Tylenol from stores, warehouses, and medicine cabinets across the land and to highly publicize the potential hazards of taking one of their flagship products until new packaging could be developed.

Jim told me that, in actuality, it wasn't all that difficult to take an action that seemed so damming to his business. In fact, he said, they had no other choice. For years the company had repeatedly told employees and the public that Johnson & Johnson was committed to doing the right thing — no matter the price. In essence they had created an environment where there was no alternative other than to do the right thing. They had painted themselves into a corner, so to speak, and that corner was on the high-ground.
2) Vision

A second aspect of leadership is vision, a sense of where one wants to go, what one wants to accomplish.

There is the old story about the three workers at a construction site, chipping away at a pile of stones. Asked by a bystander what they were doing, the first worker said he was breaking rocks. The second said he was making a living. The third replied, "I am building a cathedral." That vision or sense of purpose and the ability to transmit it to others are essential aspects of leadership.

Correspondingly, the lack of vision can be a great impediment to leadership. There is, for example, the case of Alexander Graham Bell offering the then-giant Western Union Corporation the patent rights to his new invention, the telephone, for just $100,000. The CEO of Western Union turned him down flatly — and further underscored his lack of vision by explaining that there would be no demand for the telephone since the telegraph and Morse Code filled that need quite nicely.

On the other hand, consider Margaret Thatcher, who served the longest continuous term as British Prime Minister in more than 150 years. She faced strong political opposition, intense personal criticism, even plummeting popularity ratings. But she did not attempt to lead by following the polls. Time and time again she made the tough decision to pursue her vision of a revitalized Great Britain. In her words, "We shall not be diverted from our course .... You turn if you want; the lady's not for turning."

3) Competence

Of course, tenacity in pursuit of a vision is all well and good — provided it also involves certain fundamental competence. Take the time that the leadership of the University of Notre Dame made an inspiring but ill-fated decision in hiring a football coach. As everyone knows, among its many qualities Notre Dame is famous for an outstanding football program. You may recall that when Notre Dame needed a new head coach some 20 years ago, they did something virtually unprecedented in big-time collegiate sports. Instead of looking for someone in the college or professional ranks, they recruited a coach who had developed a remarkably successful high school program — a program that dominated schoolboy football in the football-conscious state of Ohio. He was also a man of unquestioned integrity, a renowned motivator of young people.

There was but one problem: While he was a great success at the high-school level, he lacked basic experience in the college game. And there was no time to learn ... especially not at Notre Dame. Decency and enthusiasm could not bridge the gap.

After a few years, he was reluctantly replaced. I say reluctantly because it was a result no one wanted. In fact, when he stepped down, Notre Dame gave his son a full scholarship — and despite the turn of events, it's where the boy wanted to go to school.

Competence is an important ingredient in leadership. Could you imagine Michael Jordan leading the Bulls if he couldn't nail a three-pointer ... or for that matter, if his personal qualities resembled those of, say, Dennis Rodman ... a.k.a. "the Worm"? It is noteworthy that Michael Jordan is not remembered as a leader of his minor-league baseball team during his brief sojourn into that sport.

Among the most essential competencies of leaders is the ability to judge other people — to determine who can be counted upon when the flanks are collapsing, when the stock plummets, or when the opposition has run up a big lead.

This ties in with my own philosophy of management, which can be summarized in just 14 words: "Find good people, tell them what you want, and get out of the way." Joining this
4) Energy
Great leaders exhibit great energy. They work hard, but are not peripatetic. Rather, they are indefatigable. They give of themselves. In the terminology of baseball, they are willing to slide headfirst. They are committed.

One reason is that leaders know that in world-class undertakings the difference between success and failure, victory and defeat, is often a mere sliver of performance. They thus demand greatness of themselves, digging deeper and deeper for effort, especially when the chips are down. They exude focus, discipline, intensity, and determination.

That’s a lesson the Buffalo Bills learned the hard way in their playoff game against the Tennessee Titans. When the Bills scored the go-ahead touchdown to take a one-point lead with a mere 16 seconds left on the clock, they started a victory celebration. But they had overlooked one little detail: the never-say-die determination on the other side of the field. Instead of giving up, the Titans’ coach led his team to continue the fight to the very last second. And on the ensuing kick-off, they ran the ball 75 yards for a touchdown and victory — proving yet again that Yogi Berra was right when he said, “It ain’t over till it’s over.”

And who could forget the great achievement of baseball’s Iron Man, Cal Ripken? He set perhaps the most remarkable record in his sport, starting an incredible 2,632 consecutive games — a record of energy and commitment that took more than 19 seasons to achieve and made him the undisputed leader of the Baltimore Orioles.

That kind of effort by a leader is contagious. No one thought it was possible for a human to run a mile in four minutes — until, that is, Roger Bannister went out and did it. Soon, the first of hundreds of other runners repeated that feat.

5) Courage
The fifth ingredient which I have observed great leaders possess is among the most essential and perhaps the most ingrained. It is courage. Paraphrasing Andrew Jackson: One man or woman with courage makes a majority.

Every leader must inspire confidence among his or her followers — and the root of this confidence is the leader’s own courage. Sir Ernest Shackleton, who led an Antarctic expedition early in this century, serves as an extraordinary example of courage in leadership. His recruitment ad for the trip pulled no punches. It read, simply, “Men wanted for hazardous journey. Small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful. Honor and recognition in case of success.” As it turned out, the expedition was trapped in the Antarctic winter when their ship was crushed in the ice pack. Yet thanks to Shackleton’s leadership, every member of that expedition survived. It is one of the most remarkable and glorious stories of leadership ever recorded.

Clearly, as Shackleton and his crew discovered, there is risk in pursuing difficult and lofty goals. But leaders must be risk-takers — not of reckless, cavalier risk, but of carefully considered, carefully judged risk, the taking of which is appropriate given the potential reward.

One recalls President Kennedy’s remark about the space program, fraught as it was with risks both known and unknown: “We do these things not because they are easy, but because they are hard.”

In the business world, there is the example of the Jim Knapp Corporation and how it came into existence in 1925. At that time, Herb Knapp was a rising young executive at another container company, so much so that the company’s president offered him a seat on the board of
directors. But his hopes were crushed when the president added that there would be a condition to his appointment. "As a board member, you will vote exactly as I tell you," Krannert's reaction to the proposition was prompt. He resigned.

A few days later, Krannert was visited by six other executives from the company who told him as many words, "We heard what happened. We quit, too. We want to work for you." Krannert explained that he didn't have a job himself, let alone for any of them. But their determination and Krannert's eventual commitment resulted in the creation of Inland Container Corporation, a company which today has yearly sales in excess of a billion dollars.

The courage to take prudent risks, to seize opportunity, is nowhere more beautifully stated than in Shakespeare's Julius Caesar. Brutus tells Caesar and Cassius:

"There is a tide in the affairs of men, Which, taken at the flood, leads on to fortune; Omitted, all the voyage of their life Is bound in shallows, and in miseries."

6) Perseverance

But courage for a day is not sufficient. So the sixth aspect of leadership is perseverance. And it is hard to find a finer example of perseverance and personal courage than that of Nelson Mandela. Here is a man wrongfully imprisoned for 27 years as a traitor to his country, yet a man who emerged to lead his country in implementing democracy. In Mandela's words, "As a leader, one must sometimes take actions that are unpopular or whose results will not be known for years to come. They are victories whose glory lies only in the fact that they are known by those who win them. This is particularly true of prison, where one must find consolation in being true to one's ideals, even if no one knows it."

In business, the founder of Macy's Department Store failed seven times before his store caught on. In literature, there's English novelist John Creasey, who collected 753 rejection slips before he published 564 books.

Military history is filled with examples in which victory was grasped from the jaws of defeat thanks to perseverance and raw courage:

- There was George Washington at Valley Forge... and "Stonewall" Jackson at the First Battle of Manassas, where he earned the nickname by which history remembers him.
- There was John Paul Jones engaged with two larger British warships in 1779. Called to surrender, he answered with the immortal words, "I have not yet begun to fight." Appropriately enough, he is honored as the Father of the United States Navy.
- And, in our century, there was General Anthony McAuliffe, surrounded at Bastogne and called upon to surrender. He replied in one word: "Nuts!" His perseverance, if not eloquence, helped to check the German advance and contributed a few months later to Allied victory.

Several years ago a full-page advertisement appeared in newspapers around the country courtesy of Harry Gray and United Technologies Corporation. It consisted of a single paragraph which went as follows:

"... Dropped out of grade school. Ran a country store. Went broke. Took 15 years to pay off his bills. Took a wife. Unhappy marriage. Ran for House. Lost twice. Ran for Senate. Lost twice. Delivered a speech that became a classic. Audience indifferent. Attacked daily by the press and despised by half the country. He signed his name, "A. Lincoln.""

7) Motivation

The seventh ingredient of leadership is the
ability to motivate others, to inspire individuals to a level of greatness far beyond what they themselves could ever have imagined was possible.

In world-class competition, the difference between victory and defeat... between success and failure... is indeed a very temuous thing. Knowing of this narrow margin, a leader must demand and obtain that last sliver of contribution... that ultimate bit of effort... from all those who follow... and especially from herself or himself.

This principle is distinctly evident in athletic contests, where those who are remembered and those who are forgotten are distinguished by a willingness to dig down deep within themselves to gain that extra yard, make that last-second rebond, produce that final burst of speed... all while they and those around them are on the verge of exhaustion.

The results are a matter of record:

- In the 100-meter dash in a recent Olympics, the difference between first place and last was only three tenths of a second;
- In the Tour de France over 2,030 miles in 23 days — Greg LeMond prevailed over whomever was second by a mere eight seconds.
- The same Tennessee Titans who shocked Buffalo in the last seconds of their playoff game made it all the way to the Super Bowl, where they needed 87 yards in the last minute to keep their title hopes alive. They got 96.
- In the Iditarod dog-sled race, a 16-day event over 1,049 miles, in 70-degree-below-zero temperatures and 100-mile-per-hour winds, Susan Butcher won by three minutes and 43 seconds. In 1978, the margin of victory was one second!

- One year in the Indy 500-mile auto race, Al Unser, Jr. beat Scott Goodyear by 43 milliseconds — barely half a car length.

And how does one motivate human beings to achieve this demanding level of effort? The answer is simple: through example. After Napoleon’s remarkable victory in Italy, he was asked how he forced his army over the Alps. His answer: “One does not make a French army cross the Alps; one leads it across.”

One crucial aspect of such leadership sometimes seems counterintuitive, especially to young and upcoming leaders. Namely, you must not try to do everything yourself. You must delegate. This entails placing trust in one’s subordinates... a key element of building a team. Nothing demotivates faster than to be given a job and then have the boss do it for you - or to have the job assignment so constraining and stifling that no room is left for individual creativity.

There is, of course, risk in placing one’s trust in others, but the extra effort it induces will far more than offset the occasional disappointment it produces. Recall the chaotic situation in the book of Exodus when Moses tried to single-handedly lead the Israelites out of Egypt. His wise father-in-law, Jethro, saw what was happening, He pulled Moses aside and told him, “What you are doing is not good. You and the people with you will wear yourselves out, for the thing is too heavy for you; you are not able to perform it alone.”

8) Selflessness and Teamwork

Great leaders tend to be team players. They are selfless individuals, who habitually give credit to others. As Ronald Reagan liked to say, it is amazing what one can accomplish if he doesn’t care who gets the credit. Great accomplishments are achieved by focusing on the task at hand, not on one’s personal interests in the task at hand.
Consider the advice that Robert E. Lee gave to the woman who brought her infant son to see the old general after the war, when he was President of Washington College, now Washington and Lee University. He said simply, "Teach him to deny himself."

My father made the same point to me in some-what folksier terms on an occasion many years ago when I was being recognized for an accom-plishment of some type. He reminded me — a reminder which I evidently thought I needed — that "when you see a frog on top of a flag- pole, he didn't get there by himself."

9) Decisiveness

The ninth quality of all great leaders is decisiv-ness. It's more than just making decisions. Decisiveness involves the decision to make decisions, making up your mind to act and act with purpose.

The great industrialist, Andrew Carnegie, main-tained that making decisions is a fundamental criterion for success. He said, "a man who cannot reach a decision promptly once he has all the necessary facts for the decision at hand, cannot be depended upon to carry through any decision he may make." He added, "men who reach decisions promptly usually have the capacity to move with definiteness or purpose in other circumstances."

One cannot lead by blowing an uncertain trump-et. In announcing the Apollo Program, President Kennedy said, "this nation should commit itself to achieving a goal, before this decide is out, of landing a man on the moon and returning him safely to earth." Note that he did not extort the nation saying, "We'll establish a study to see if it looks safe to consider trying to go to the moon."

When Admiral David Farragut entered Mobile Bay in 1864, his lead ship struck a mine and sank, causing the vessels following in line to stop within range of Confederate shore batter-ies. With disaster looming, he shouted his orders, "Damn the torpedoes! Full speed ahead!" It was a command that carried the day and won immortality for Farragut.

10) Judgment

Of course, it helps if decisiveness is accompa-nyed by sound judgment. Leadership involves a certain intuition, a sixth sense that acts as a check against impulsive, ill-advised decisions. This quality can be buttressed by a willingness to listen to the criticism and advice of others.

Good judgment, what the dictionary defines as "the process of forming an opinion or evalua-tion by discerning and comparing," comes from experience. Good judgment comes in part from having made bad judgments in lesser matters.

Good judgment does not attempt the impossi-bile. It weighs the risks and the benefits. It is prudent.

Good judgment means recognizing a good idea when it arises, and knowing when to drop even a cherished idea when its moment has passed. Kenny Rogers' song tells about the gambler who "knows when to hold 'em ... knows when to fold 'em ... knows when to walk away ... knows when to run." Judgment entails setting aside emotions and personal desires in order to weigh the facts objectively.

But once again, good judgment is not synony-mous with avoiding risks. The safest place for Columbus and his ships was in the harbor at Palos. The safest place for the Apollo launch vehicle was on the pad at Cape Kennedy. But that is not what life is all about.

11) Mentoring

Great leaders seem to produce other great lead-ers. In fact, one of the surest measures of a leader is to observe the people he or she develops. This means giving encouragement, inspiration, and advice. It involves teaching. It also often entails permitting a much-needed
subordinate to go elsewhere when there may be an even greater opportunity to learn and to contribute.

The founder of the company I served for many years would seem to be an excellent example. A pioneer in the aerospace industry, Glenn Martin founded the company that bore his name. His early employees went off to find much of what was to become the modern aerospace industry, including Bell Aircraft (Larry Bell), Douglas Aircraft (Don Douglas), North American Aviation (Dutch Kindelberger), Brewster Aeronautical (C.A. Van Dusen), Chance Vought Aircraft (Chance Vought), McDonnell Aircraft (James McDonnell), and several others. More recent examples of mentors who populated their respective fields with leaders include Jack Welch of General Electric and such famed football coaches as Vince Lombardi and Bill Parcells.

12) Listening

Peter Drucker has said that 60% of all management problems stem from faulty communications. Too many people think that means they aren’t talking enough. But that’s only half the story. Effective communications also requires a listener. And even more important for an executive than listening is “hearing.”

I once asked Warren Buffet, the world’s greatest investor, what was the most important lesson I should teach my students at Princeton. He answered, “...to always have someone nearby who will tell the emperor he has no clothes.”

In the first chapter of Shakespeare in Charge, a book former Ambassador Ken Adelman and I co-authored, we focus on Henry V and the Battle of Agincourt. In Shakespeare’s telling, the King disguises himself on the eve of battle to wander among his troops and to understand their readiness and gauge their morale. Henry does what many of us in the executive suite say we want to do, but somehow never get around to doing: He visits the shop floor! He manages by walking around! And what he finds appalls him. The troops are unmotivated and resentful. They would rather be back in England. And they have grave doubts about this young king. But the word gets out among his troops and reassures them: There’s “a little touch of Harry in the night.”

In this case, Henry demonstrates himself to be not only a great listener but also a great motivator and communicator. The result is one of the most magnificent speeches in the English language. He acknowledges that his forces are outnumbered five-to-one. And he offers safe passage home to any who would quit the field. But he speaks of those who remain as “we few, we happy few, we band of brothers.” He stirs them by telling them how “gentlemen in England now abed shall count themselves accursed they were not here, and held their manhoods cheap while any spokes that fought with us upon St. Crispian’s Day.”

And so the unlikely victory was won, and Shakespeare had an immortal story. That, friends, is listening. It is hearing. It is motivating. And it is leadership at its finest.

These are the twelve essential qualities I have identified in my studies of great leaders: character ... vision ... competence ... energy ... courage ... perseverance ... motivation ... teamwork ... decisiveness ... judgment ... mentoring ... and listening.

And while these qualities are essential, they by no means guarantee success. When I was a youth, my father put a card on my mirror which remained there all the years that I was growing up. It said, “Great men, like fine steel, are made from hard knocks.” That appears to be especially true of great leaders.
Let me close with a reminder — a reminder that leadership is, at bottom, a matter of love — yes, love: love of honor ... love of the Good ... love of one’s followers.

Shortly before his death, Vince Lombardi spoke to the American Management Association. He said, “I don’t necessarily have to like my associates, but as a man I must love them. Love is loyalty; love is teamwork. Love respects the dignity of the individual. Heartpower is ... strength ...”

There is a story told about Alexander the Great who, 2,300 years ago, led his army across scorching and barren terrain for 11 days. When foragers arrived with a single canteen of water, Alexander poured the contents onto the ground. “It’s no use for one to drink,” he said, “when many are thirsty.”

Apparently the man some consider the greatest military leader of all time had something in common with another general whom fortune fated to be remembered in defeat rather than victory. As General George Armstrong Custer put it, “The reward of command is the opportunity to lead, not to have a bigger tent.”

Here in Washington, people often confuse the perks of rank — the ornaments of leadership — for the real thing. The trick, of course, is for a people or an organization to recognize the difference. And that is the challenge that has brought us together today.

NORMAN R. AUGUSTINE has been a leader in the defense and aerospace industries for more than 40 years. In 1997 he retired as Chairman and Chief Executive Officer of Lockheed Martin Corporation. He currently is a member of the Board of Directors of Phillips Petroleum, Procter & Gamble, Black & Decker, and Lockheed Martin. He is also Chairman of the American Red Cross and a trustee of the Massachusetts Institute of Technology and the Johns Hopkins University. Previously, he served as President of the Boy Scouts of America and Chairman of the National Academy of Engineering.

In the early 1970s, Mr. Augustine served as Under Secretary of the Army and Assistant Secretary for Research & Development. He has served as President and Chairman of the Association of the U.S. Army, which in 1998 presented him with its highest award, the George C. Marshall Medal. In 1976 he was made an Honorary Command Sergeant Major. He has been awarded the Defense Department’s highest civilian decoration, the Distinguished Service Medal, five times.

Mr. Augustine graduated magna cum laude from Princeton University where he later served as a trustee and, most recently, as a faculty member. A prolific writer, frequent public speaker, and devotee of William Shakespeare, he recently completed his fourth book, Shakespeare in Charge, which he co-authored with his friend, Ken Adelman.