

The following are quotes from a few key books written on leadership:

Tony Dungy states in his most recent book The Mentor Leader the following:

If you only take one thing from this book, let it be this: Relationships are ultimately what matter ... to become a mentor leader you must put other people first. It's not about you or your company or profits. Simply stated, leadership is influence.

You can lead from a position of authority (perceived power), but the most effective leaders lead as they build relationships of influence.

If you can make the leap from traditional leadership models to one that believes that the people you lead are worthy of your time and service and that education, equipping, and empowering them is crucial to your ultimate success, it will change the dynamic of your organization – *completely*.

Leadership characteristics are in three groups: **trustworthy traits** (character, cornerstone of true leader), **leadership attributes** (courage, lead by example, focused, modeling behavior, willing to change with the facts), **relational qualities** (you have to intentionally build relationships and then have their backs).

People are naturally drawn to believe in something larger than themselves, and they will follow someone whose life reflects a consistent commitment to higher values ... you will be known by your heart !

When a leader creates an appropriately healthy, stimulating, and nurturing culture and is dedicated to mentoring people, valuing them, and giving them the tools to succeed, the organizations' vision and mission are not only achievable but also sustainable.

Good To Great – Jim Collins

“Level 5 leaders embody a paradoxical mix of personal humility and professional will. They are ambitious first and foremost, to be sure, but ambitious first and foremost for the company, not themselves.”

“The good-to-great leaders were able to strip away so much noise and clutter and just focus on the few things that would have the greatest impact.”

(Read page 88-89 for more great points to lengthy to put here)

The Servant – James C. Hunter

Leadership: The skill of influencing people to work enthusiastically towards goals identified as being for common good.

Power Vs. Authority: "...power can be bought and sold, given and taken away. People can be put into positions of power ... this is never true with authority. Authority is about who you are as a person, your character, and the influence you've built with people."

Power erodes relationships ... Authority (or influence) builds them

Key to Leadership : accomplishing the tasks at hand while building relationships

The Courage To Lead – Thomas N. McGaffey, Ph.D. (given to me by Gary Schwartz, VP SC, PFCB)

$P = SL^n$

P = Power : the ability to produce exceptional quality results with decreasing resistance and effort

S = Speaking : what we say to people in conversations

L^n = Listening raised to the n^{th} power : listening is the source of expanding our ability to guide conversations so that what is generated in conversations fulfills vision, takes care of human concern and advances growth of people and our organizations.

We gain power as leaders as a direct function of expanding our skill to create conversations based on listening to people's commitment, concerns and possible contribution.

The following are responses I received when I asked the following two questions :

What is Leadership in the business world, how would you describe it to a college student that is wanting to understand and learn ?

With that stated, how would you go about building great leaders at a high level in an organization (division presidents and vice presidents and corporate senior staff) ?

Dale Brown – Former Head Basketball Coach of the LSU Tigers, International Speaker on Leadership

1. It is simple, the role of most leaders is to get the people to think more of the leader, but the role of the exceptional leader is to get the people to think more of themselves. Ego & selfishness eventually destroy these type of leaders (the ones that focus on themselves).

2. I would suggest they read all of Coach Wooden's books on leadership & James Hunters book, The Servant Leader.

Mark Klebenow

Director-Project Resource Group (Mergers and Acquisitions Team Leader)
Best Buy Co., Inc.

1. What is Leadership in the business world, how would you describe it to a college student that is wanting to understand and learn ? The first thing is to distinguish leadership from management. Leaders can be managers and vice versa, but being one doesn't necessarily make you the other. Managers must work with a set of limited resources to accomplish a task or produce some output. So the concepts of efficiency and effectiveness come in to play – how much can you do with what you have to work with. Leadership is required when it is important to create and maintain a vision, typically when whatever that vision is doesn't currently exist and is probably somewhat difficult to attain. The leader is undeterred by the myriad obstacles that present themselves along the way and directs focus on the big picture. Scale is not the deciding factor, e.g., could be Global Warming, new business model or product, entering a new geography or demographic, or implementing a new warehouse management system. However, the larger and/or more complex or the more people involved in the pursuit of the new thing the more important the leadership and maintaining the vision will be.

Onward by Howard Schultz of Starbucks is a great and timely example of the importance of vision (and what happens when you lose it)

Summary: leadership is about inspiration – management is about perspiration

2. With that stated, how would you go about building great leaders at a high level in an organization (division presidents and vice presidents and corporate senior staff) ? Typically we are not good at developing leaders neither in academia nor in the corporate world. We are much better making managers - teaching people the science of dealing with organizational complexity, working in matrixed environments, coaching how to influence without authority. The goal is to create a succession of people who can get things done with limited resources, especially as they shrink over time. In the corporate world these are very good things as you have various levels of these managers who are focusing and achieving top line and/or bottom line improvements. I personally believe that leaders are rare, much more born than made. It is an infrequent occurrence (in the scope of things) when leadership intersects with management and extraordinary things happen. This could be in a corporation, but just as likely to happen in a church, on a team, in a club, etc.

The GE Leadership program was the vaunted gold standard for decades. But after Jack Welch left GE seems to have fallen on the same hard times, with the same lot as many of its peers. When Welch was asked what he would do to fix GE if he was still CEO he replied "I wouldn't have gotten us here in the first place"

Dan Cox – COO, Distribution Market Advantage

1. What is Leadership in the business world, how would you describe it to a college student that is wanting to understand and learn ?

In as few words as possible, leadership is the ability to develop a vision and transplant that into a organization so that everyone can see the same picture and is energized by the path to get there.

2. Wirth that stated, how would you go about building great leaders at a high level in an organization (division presidents and vice presidents and corporate senior staff) ?

Building great leaders is really tough, if they have the 'leadership' gene, it usually shows up early in their career. When you find someone with that gene, you can teach them the food business, but it's much harder to take someone who knows the food business and give them the leadership gene.

Jim Lavender – EVP, Ben E. Keith Foods

(from a phone conversation)

Most Important component of leadership, especially senior leaders, is the art of Servant Leadership. Serving others to help them achieve their goals in alignment with company goals, not just for the achievement of company goals. Trouble is today that younger managers are coming up and growing in organizations without good mentors (not taught in school or in lower management positions) that being given authority doesn't mean you simply tell your team 'what to do'.

Many studies today showing how critical it is to have a serving or servant mentality or mentoring people to be better through influence and not title or strict power. You can only have or get influence through a relationship of mutual trust and respect, which means that building relationships is a key if not a cornerstone skill to being a great leader.

In a sentence, the prerequisite for leadership is a heart for service.

Troy Vanderhule - Executive Director at The Basileia Group

1. What is Leadership in the business world, how would you describe it to a college student that is wanting to understand and learn ?

First, leadership in the business world cannot be different than leadership in any other dimension in life. To separate it out this way will distort how your business decisions and make your business less relevant or applicable to other areas of life. You are not making business decisions, you are making decisions that help people live their lives better. Real business decisions involve solving their problems, not yours.

So, second, leadership is taking people somewhere. Somewhere better. Leadership is not a set of principles, that's management. Leadership is taking people from where they're at, to where they need to be. That includes employees, vendors, customers, and upper management. Leadership is helping all these people become better, more mature, more developed. Using your business, products or service to help people live better. Being a market leader in widget production is not leadership, but producing widgets that help people is leadership.

2. Wirth that stated, how would you go about building great leaders at a high level in an organization (division presidents and vice presidents and corporate senior staff) ?

Producing leaders at a higher level within an organization would involve teaching VP's *et al* to focus on serving people rather than maintaining the bureaucracy. (However, most people are promoted in accordance with their ability to promote the and champion the current administration). Leaders are advocates for the people, the servant before the company they work for. When leaders advocate for the company over the people, they cease to become leaders. They are merely pushing for the status quo and the interests of the company. These are managers, bureaucrats, and titular leaders. Train leaders to meet the needs of the people first, to advocate for the people they serve, to gently challenge agendas that only serve the company.

To that end, keep your leaders in touch with your customers, vendors, clients. Keep them out of the office and meetings. Leadership never happens in the office or meetings. Create metrics that show how people are better improved after your interaction with them over time. This supersedes widgets sold or units moved. Those are backward looking metrics. Improving lives and engaging people creates forward looking metrics that are able to be improved upon.

Larry W. Dennis, Sr. - CEO Turbo Leadership Systems

1 Empowering leadership is the ability to communicate in ways that secure the aligned engagement of those whose discretionary efforts your enterprises success depends on. The successful leader followers grow in stature as they champion and sacrifice for the leaders cause; they play over their game, out perform their former bests, and discipline their peers to insure team alignment and consistent winning effort.(I have written chapters on each of the lines in this paragraph)

2 You first select people with strength of character, honest, forthright, with uncompromising integrity. You imbue them with a worthy ideal, a cause worth sacrificing for. You communicate in ways that insure all of their work tasks are seen in an inspirational context. You are modeling for them what empowering leaders do, and they must begin to do naturally. As you expand their role, you draw on their natural abilities, while stretching them just beyond the edge of their current capabilities you are helping them, growing them beyond the current stature. Assignments are established as responsibilities for results to be achieved not tasks to be performed. You ask for their action plan, listen carefully offer feedback on their insights, and council on any of their oversights. You establish agreed to check-ins with feedback on achievements to date at appropriate mile posts which are agreed to as a part of their plan. Simultaneously you are insuring that they get the specialized training they will need for their next assignment, one step ahead of their role advancement – Accounting and finance, IT, soft skills, and specialized job knowledge. You let them fail.

You coach them in the self awareness required to learn from all experience. You help them develop the rare ability to learn more from their successes than from their failures. Repeat the above until they have developed such self awareness that they can coach themselves- a very rare and most desirable state. Your job is to help them develop this rare kind of self-awareness to be their own coach their own council. As you help them grow in their expanded sense of self direction one of your most important jobs is to help them realize that just as it is important not to require the approval of others it is equally important to understand those around them need their encouragement praise and support. You are their counselor....

Rick Lierz - President /CEO, Franklin Building Supply

1. What is Leadership in the business world, how would you describe it to a college student that is wanting to understand and learn ?

Leadership in the business world is many things, but it starts with the example you set in all things at all times. The leader has to walk the talk. That is easier said than done, but it is the first key. It requires the leader to continually demonstrate his/her commitment to and personal practice of honesty, loyalty, optimism (or great attitude), sacrifice, accountability, visibility and transparency.

Beyond that, General Colin Powell has a great set on business leadership that hits everything, in my opinion. There are 18 lessons and you can find it online. If you cannot find it, I have a print out that I can get to you.

2. Wirth that stated, how would you go about building great leaders at a high level in an organization (division presidents and vice presidents and corporate senior staff) ?

The top dog (president, CEO, whatever the title) has to lead this effort or the division presidents and VPs and senior staff will have a tough time following. Everyone has to be on the same page concerning what is expected and needed in terms of leadership, and everyone must participate fully in the effort. In order for them to participate fully, of course, the culture at the top must be inclusive so that they not only know what is expected but they feel safe in digging in. They have to be okay with conflict and the process of resolution that they participate fully. Many organizations fail at this because it is so difficult. A great, short book describes the problem and the process. It is called "Leadership and Self-Deception."

Lorenzo Neal – 16 Year NFL Veteran (All Pro, Pro Bowler, All Decade Team 2000 – 2010)

- 1. What is Leadership in the business world, how would you describe it to a college student that wants to understand and learn?** Great questions Hans, let me make an attempt at answering these two questions and keeping it brief. Playing in the NFL for 16 seasons and 17 training camps, leadership starts at home. What do I mean by this, the "it" factor comes from within oneself. It's about character, passion, conviction, connecting and building relationships, and doing the right thing. A leader knows how to be a great follower in order to understand how to lead. A leader must be at a high level of enthusiasm to influence those that they will lead.

Leadership is about setting the example, mutual respect, mutual trust, teamwork, and open listening/straight talk. Leadership is about treating people like people utilizing all the attributes listed so that everyone knows their lanes. Leadership is not only about teaching people how to win, but also how to fail. To fall seven times, to raise eight times the journey starts now!!

2. **With that stated, how would you go about building great leaders at a high level in an organization (division presidents and vice presidents and corporate senior staff)?** Again, I believe that it has to start from within oneself, having character, passion, conviction, connecting and building relationships, and doing the right thing. In order to lead you must have a great understanding of how to follow so that as a leader you can relate to those that you are leading. If your level of enthusiasm is not high, how do you expect the message to trickle down to the front line people who are performing? Is this not where your success and failure is measured? How does each person, department, division, and the company obtain their goals if not through the communication process. As your message is being translated down the ranks, the enthusiasm by attrition alone decreases. How do you minimize and prevent this from taking place? A leader must set the example: (i) mutual respect; making the tough decisions means that you're going to make some people angry at your actions. A leader cannot accept mediocrity and trying to make everyone happy will only breed consistent failure. Remember your responsibility belongs to the welfare of the group, respect is not just towards people but to the policies and standard operating procedures. (ii) mutual trust; I'm not talking about trust like whether or not your going to lie, cheat or steal, although these are important. The trust I'm speaking of is trust that everyone will perform their respective roles to their fullest potential. The moment that your people stop bringing you their problems and challenges is the day you have stopped leading them. They have lost their trust in your ability to lead them. (iii) teamwork; your vision is worthless if it cannot be implemented efficiently and rapidly. Leaders understand that you must delegate and empower those around you liberally. At the same time you must as a leader pay attention to the details every day. The big things will take care of themselves when the details are not forgotten. Encourage your team to challenge the process, this will keep your mind sharp. (iv) open listening/straight talk; A leader must be able to be an effective listener. You must actively engage the speaker and put aside your thoughts. A leader first seeks to understand and then to be understood. This goes back to encouraging your team to challenge the processes. Straight talk is doing the right thing; confront those issues that need immediate attention. Be open and honest, people know when you're not sincere. A leader understands and embraces the fact that they don't have all the answers. Don't be afraid to tell your team this and then go out and get the answers and report back when you have found it. Leadership is about treating people like people. Endeavors succeed or fail because of the people involved. *Organizations and plans don't really accomplish anything. It's the people that you as a leader attract to follow you that results in a successful journey.*

Derrick Boles – Founder/CEO L.E.A.D.E.R.S.H.I.P. 1st

Become the Leader that people want to follow through:

Loyalty, Education, Accountability, Discipline, Empowerment, Respect, Service, Honesty, Integrity, Perseverance (LEADERSHIP)

The Four C's of Leadership :

Character (foundational piece)

Credibility

Critical Thinking

Competence

Jim Dunn – Vice President of Sales Western Region, Ventura Foods

A few thoughts - see below;

1). It is important for a college student to understand the difference between Leadership and Management. Often times even the most experienced confuse the two and impart a heavy "management" style that does not foster free thinking, entrepreneurial spirit, and risk taking. A good leader empowers his team to accomplish the challenge in a collaborative manner which fosters open dialogue without judgment or reprisal. This encourages creative thought and the ability to build an ultimate solution or strategy far greater than one individual's direction. The leader must provide clear direction and a vision, manage the process to assure timeliness, and hold his team accountable for results.

2). I suggest a program comprised of several key influences:

- Mentor Program
- internal training with a structured review process.
- project management closely monitored by assigned mentor.
- Cross functional training
- outsource (continuing education)