

Developing Our Future Generation of Leaders



Competitive Development Group/
Army Acquisition Fellowship Program

U.S. ARMY ACQUISITION SUPPORT CENTER



Roadmap to
ORSA



*If I'm the Leader...
why is everyone laughing?*

The ART of Leadership

The ART of Leadership

ORSA Institute

Ronald R. Woods
Rick Seeberger

The ART of Leadership













The ART of Leadership

The NAVY

Adventure...



**NARROW WINDING
ROAD
NEXT 5 MILES**



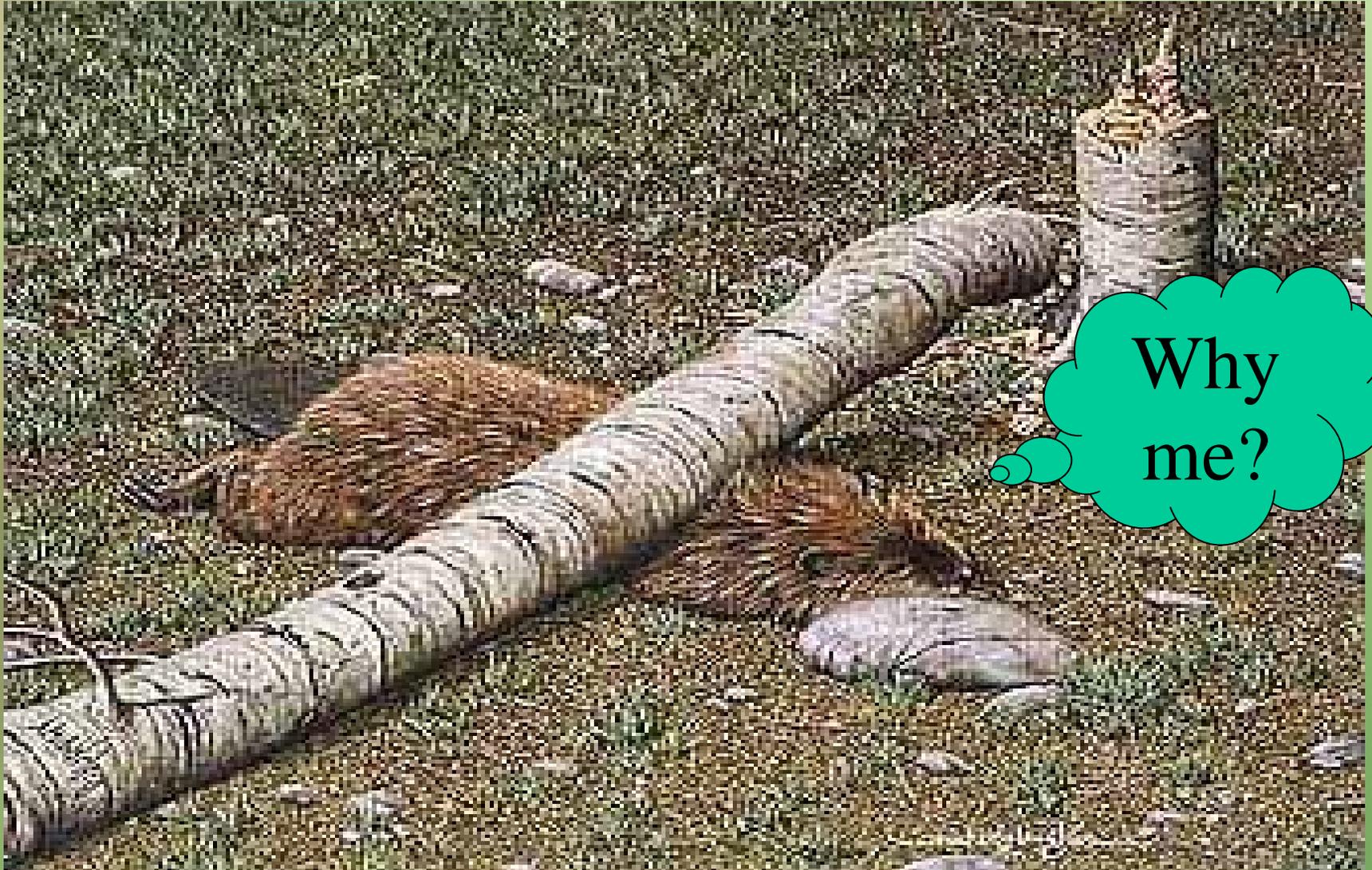




A large, semi-transparent compass rose is overlaid on the left side of the slide. The needle points towards the top-left, and the cardinal directions N, S, E, and W are visible on the face of the compass.

***What is a
typical day
like for
you?***

The ART of Leadership



The ART of Leadership

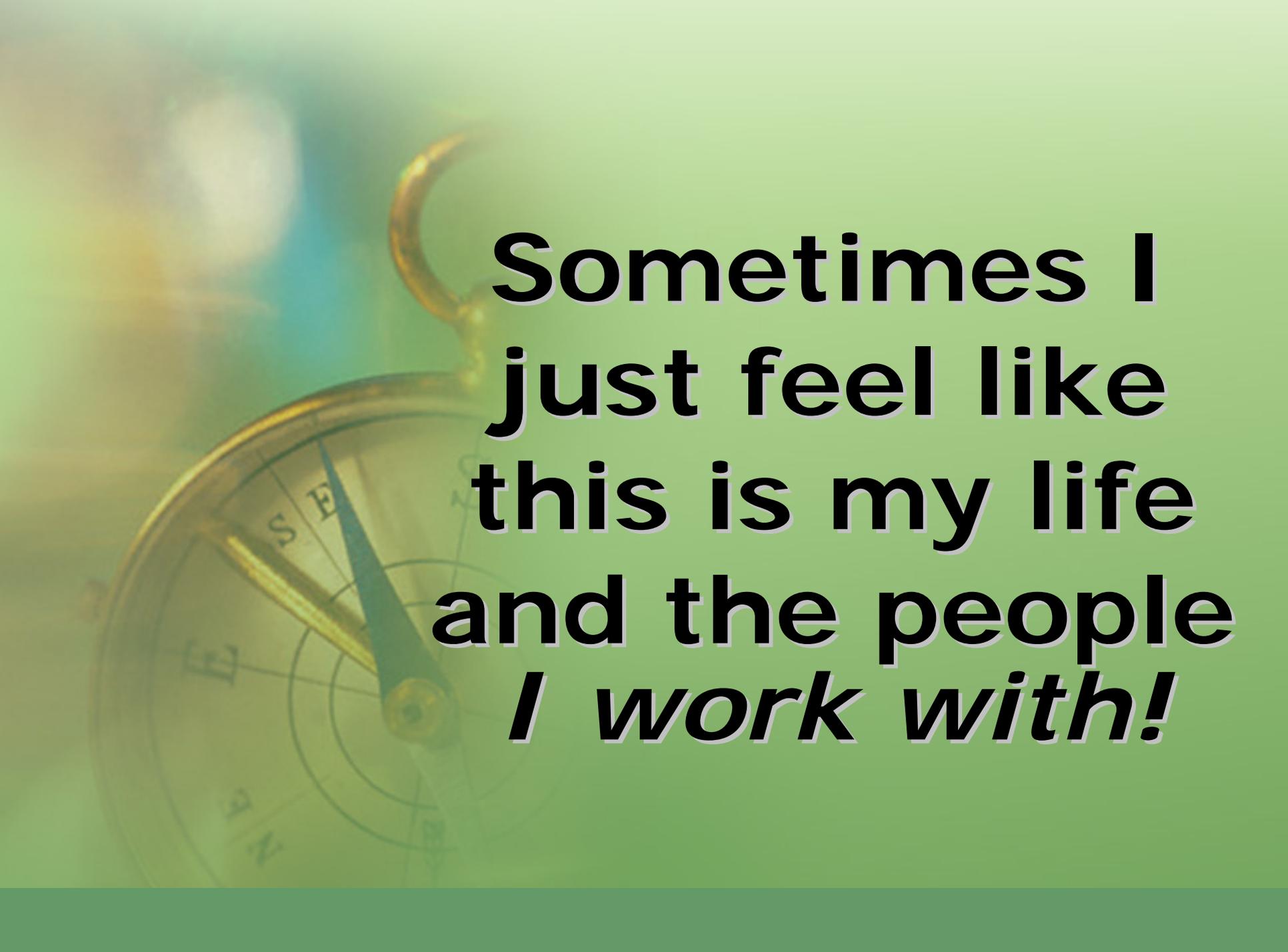


Some days you are the Gazelle!



Life is often like herding cats!





**Sometimes I
just feel like
this is my life
and the people
*I work with!***



HR manager

Marketing manager

Logistics manager

Safety manager

Security manager

Communications manager

Project manager

QA/QC manager

Public Relations

Product development manager

YOU

Have you ever been on this work team?

NON SEQUITUR by WILEY MILLER



12-2

Non Sequitur guest cartoonist is J.D. Crowe. Wiley is taking a break and will return December 15th.

A vintage brass compass is shown in the lower-left quadrant of the image. The compass face is visible, with the needle pointing towards the upper-left. The background is a soft-focus scene of a bright sun in a blue sky, with a green gradient overlaying the entire image. The text is positioned to the right of the compass.

***Do you ever
feel like
this?***



Just take
one day
at a time...

I try to take just
ONE DAY AT A TIME . . .



**but lately several days
have attacked me at once**



**Working
with these
guys is such
a bummer!**

Have you ever been the donkey?

The ART of Leadership



Do you ever
feel like this
guy?



The ART of Leadership



Sometimes
do you just
feel like
trying this?

The ART of Leadership

Leadership the old fashion way!



The ART of Leadership

Leadership the old fashion way!

MR. BOFFO



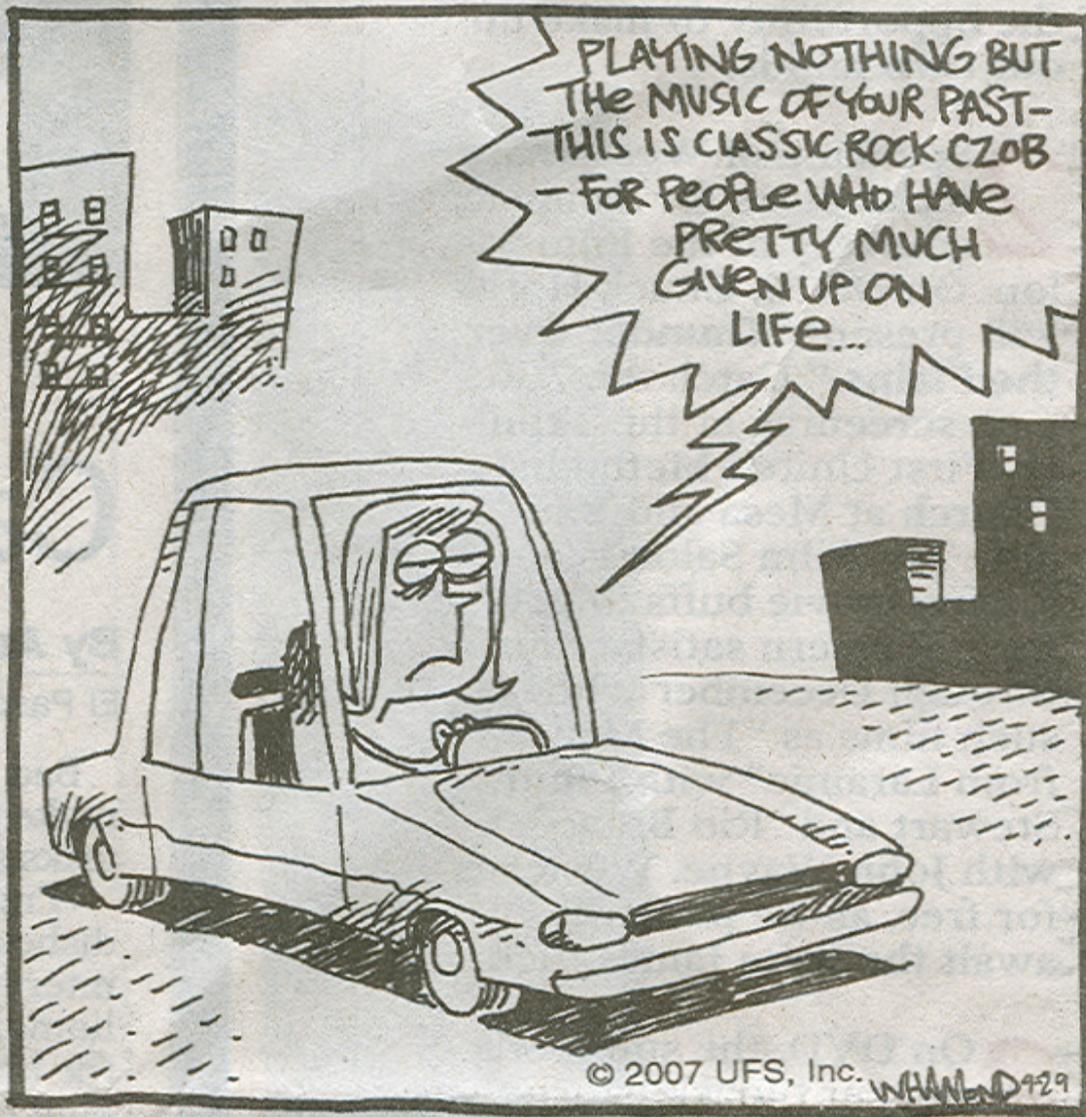
Comic videos www.mrboffo.com

The ART of Leadership



**Sometimes
do you just
feel like this?**

REALITY CHECK



Leave Your Past Behind

*Take your past out of your future
and put it in the past where it belongs*



www.myorsa.com



**We want
to take the
past out of
our future
and put it
in the *past*
where it
belongs!**

Why are so many of these slides **TRUE**?

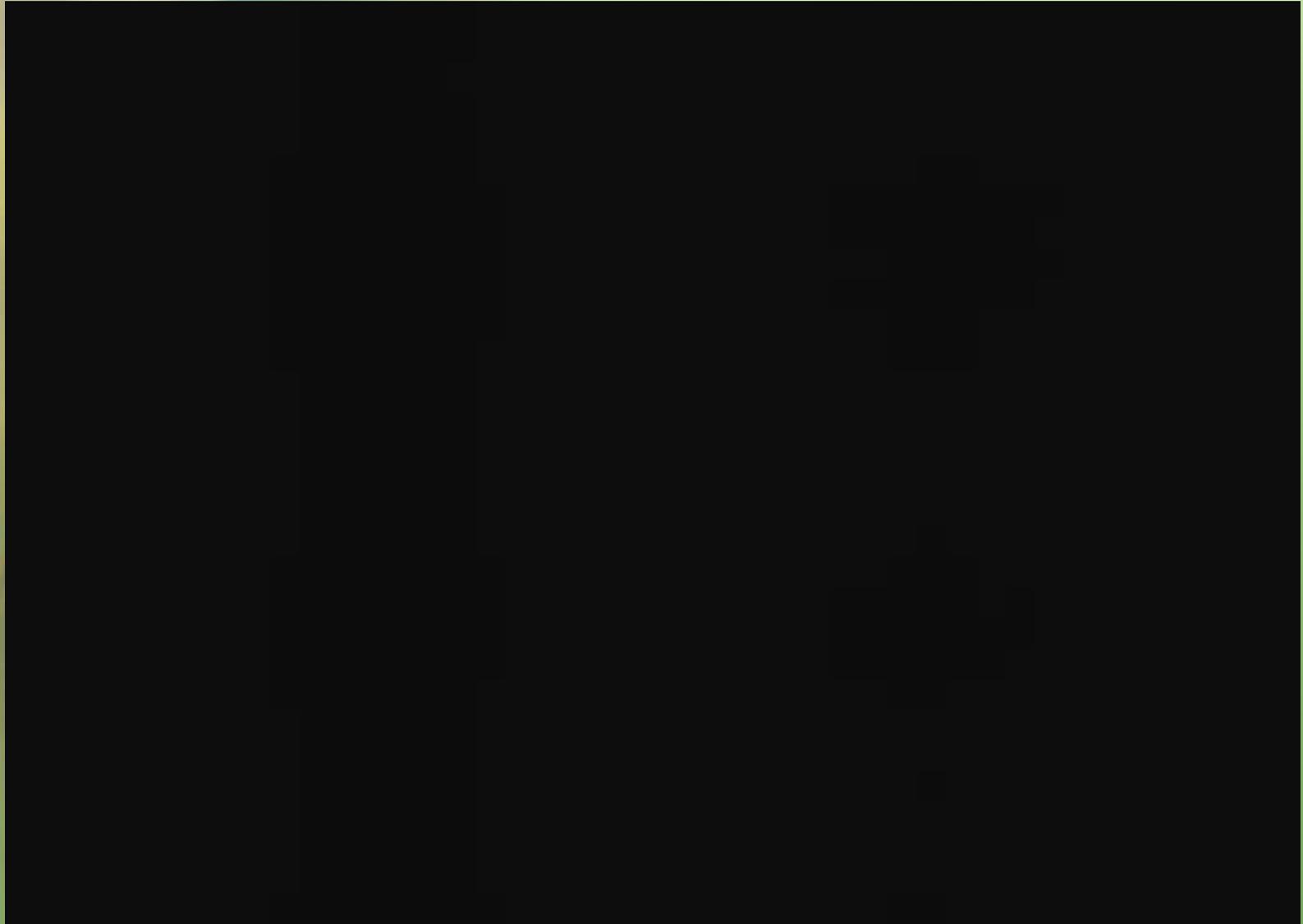
**Everyman takes the
limits of his own
field of vision,
for the limits
of the world!**

Schopenhauer

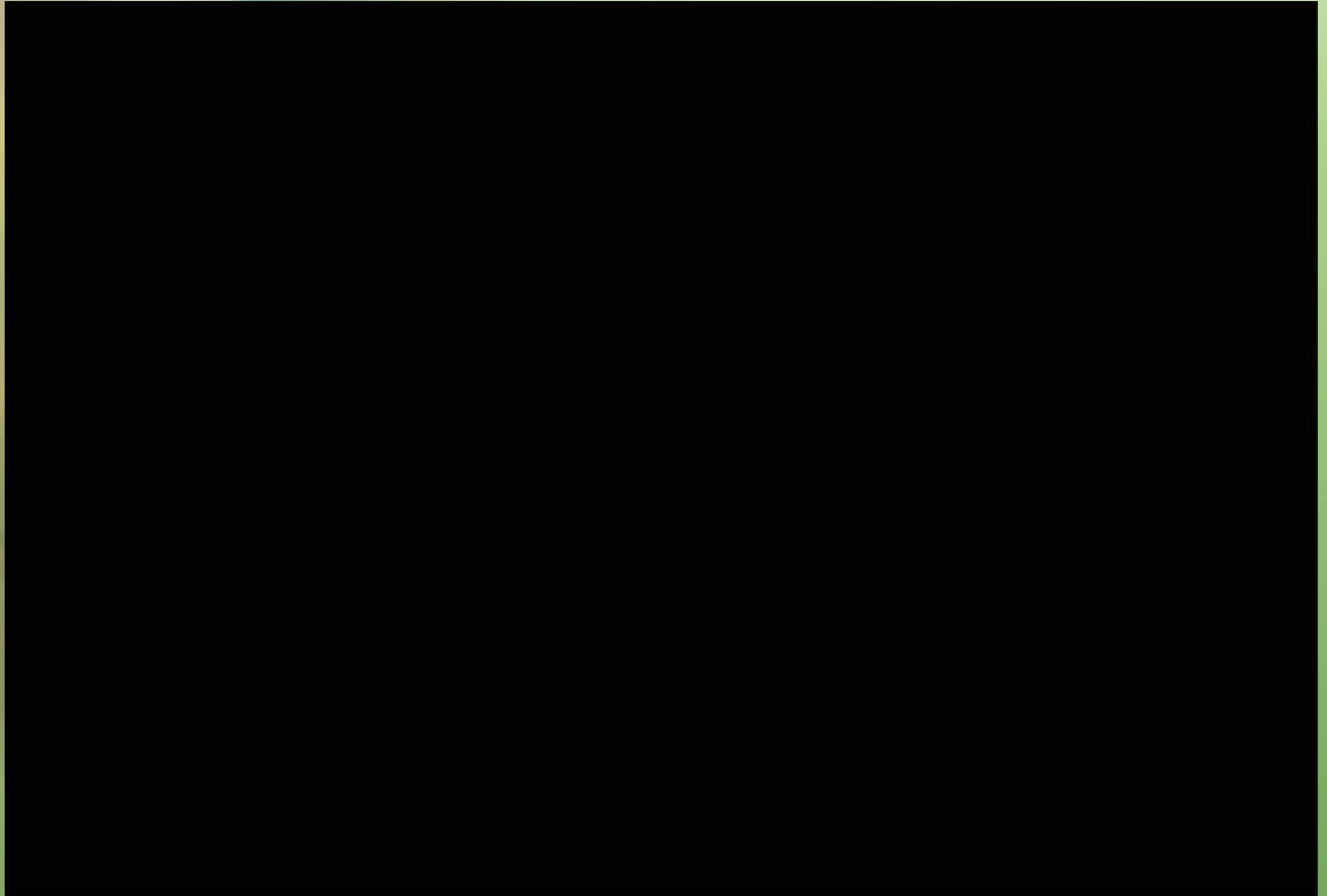


The ART of Leadership

Thinking in new ways



The ART of Leadership *Thinking in new ways Part II*



The ART of Leadership Definitions

Principle

... “A fundamental truth or law; A primary or original source”

Virtue

... “moral excellence”

Value

... “a standard regarded as desirable or worthwhile”

Ethics

... “a system of moral values”

Character

... “what you are when no one else is looking”

“Moral Strength: self-discipline, fortitude, a good reputation.

Integrity

... “the outward appearance of your inner values”

The ART of Leadership



*What is
leadership?*

The ART of Leadership

Leadership

YOU TWIST THE
EARS TO UNLOCK
THE SKULL.



www.dilbert.com

FIND THE MORAL
COMPASS AND
DEACTIVATE IT.



© 2001 United Feature Syndicate, Inc.

THE RESULT IS
SOMETHING
CALLED LEADER-
SHIP.

YOU'RE
WORKING
WEEKENDS!



The ART of Leadership

What is leadership?

Leadership is the process of influencing the activities of an organized group toward goal achievement! (Rauch & Behling, 1984; p.46).

The ART of Leadership

What is leadership?

Leadership is when people obey without coercion and they are prepared to remain during times of danger.

Xenophon

A student of Socrates who is credited with the first western definition of leadership

The ART of Leadership

What is leadership?

The art of turning the soul toward some purpose.

Plato

The ART of Leadership

What is leadership?

Leadership is the art of inspiring the spirit
and the act of following.

Aristotle

The ART of Leadership

What is Leadership?

➔ *It cannot be awarded, appointed, mandated, titled, or assigned – it must be*

EARNED!

Leadership is the art of:

INFLUENCE

to Turn Vision into Reality

The ART of Leadership

*Whom would you
consider to be a
Famous Leader?*

The ART of Leadership Famous Leaders



Respected Leaders	Disrespected Leaders
<ul style="list-style-type: none">◆ Abraham Lincoln◆ Martin Luther King Jr.◆ Margaret Thatcher◆ Mother Theresa	<ul style="list-style-type: none">◆ Adolph Hitler◆ Joseph Stalin◆ Osama bin Laden◆ Benito Mussolini



The ART of Leadership

➔ *Can Leadership
be learned?*



The ART of Leadership

⇒ *What it takes to be a*

Great Leader...

⇒ *“...to lead other people effectively, a person needs a battery of qualities that are not easily acquired, they include intelligence, energy, confidence, and responsibility. They also include candor, sensitivity, and a certain willingness to suffer the painful consequences of unpopular decisions.*

Being vulnerable to the give-and-take of ordinary internal cross fire and intellectual disagreement makes us more human, more credible, and more open to change.

- William Peace

The ART of Leadership

*What is the role of
leadership?*



The ART of Leadership

CDG/AAF Program Purpose

**To Develop Civilian Leaders
who are “Relevant and Ready”
to Compete with and Assume Roles
Previously Attributed Only
to Military Counterparts
and Perpetuate Experience Gained
by Being a Fellow of the Program**

The ART of Leadership

*What is the
purpose of our
leadership?*

Developing Our Future Generation of Leaders



**Competitive Development Group/
Army Acquisition Fellowship Program**

U.S. ARMY ACQUISITION SUPPORT CENTER

The ART of Leadership

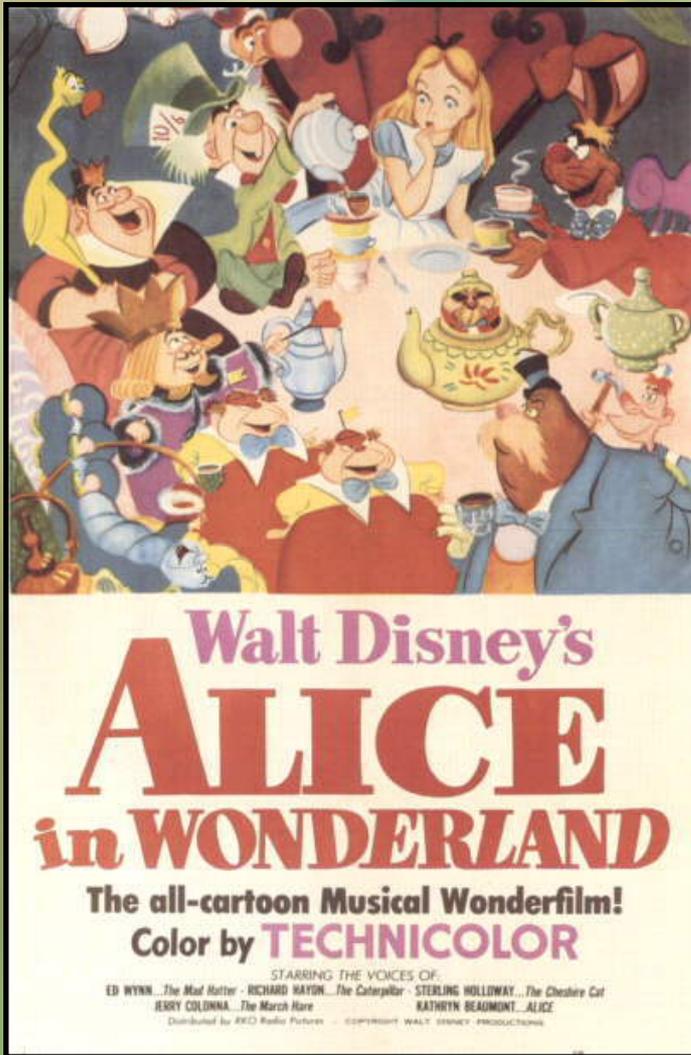
*Why is leadership
important?*

The ART of Leadership

MOTHER GOOSE & GRIMM



The ART of Leadership



“Cheshire-cat,” she began, rather timidly....

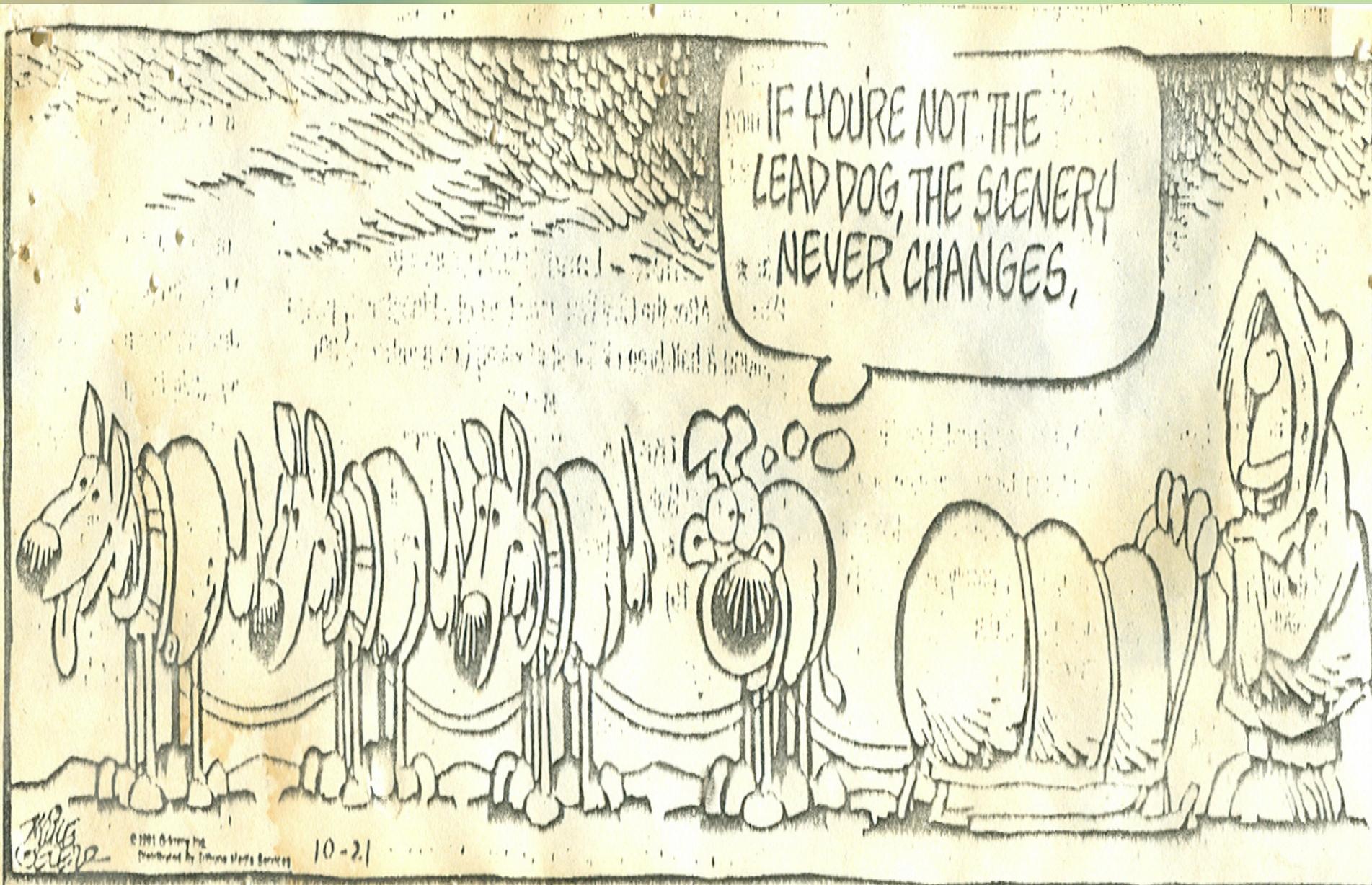
“Would you tell me, please, which way I ought to go from here?”

“That depends a good deal on where you want to get to,” said the cat.

“I don't much care where...”, said Alice.

“Then it doesn't matter which way you go,” said the cat.

The ART of Leadership



The ART of Leadership

Successful Organizations

“The Successful Organization has One Major Attribute That Sets It Apart From Unsuccessful Organizations...”

Dynamic and Effective Leadership

“Management of Organizational Behavior”
Paul Hersey and Ken Blanchard

The ART of Leadership

Successful Organizations

“The one factor that empowers the workforce and ultimately determines which organizations succeed or fail is...”

Leadership

“On Becoming a Leader”

Warren Bennis

The ART of Leadership

Successful Organizations

“Even in large organizations. One individual and his or her: *Leadership* makes all the difference between success and failure.

“The New Art of the Leader”

William Cohen, Ph.D., Major General

The ART of Leadership

***What does
leadership look
like?***

The ART of Leadership

OOG HAS
INVENTED
THE
ORGANIZATION
CHART.



E-mail: BobThaves@aol.com
©2005 Thaves / Dist. by NEA, Inc.
www.frankandernest.com

1-13
THAVES

The ART of Leadership



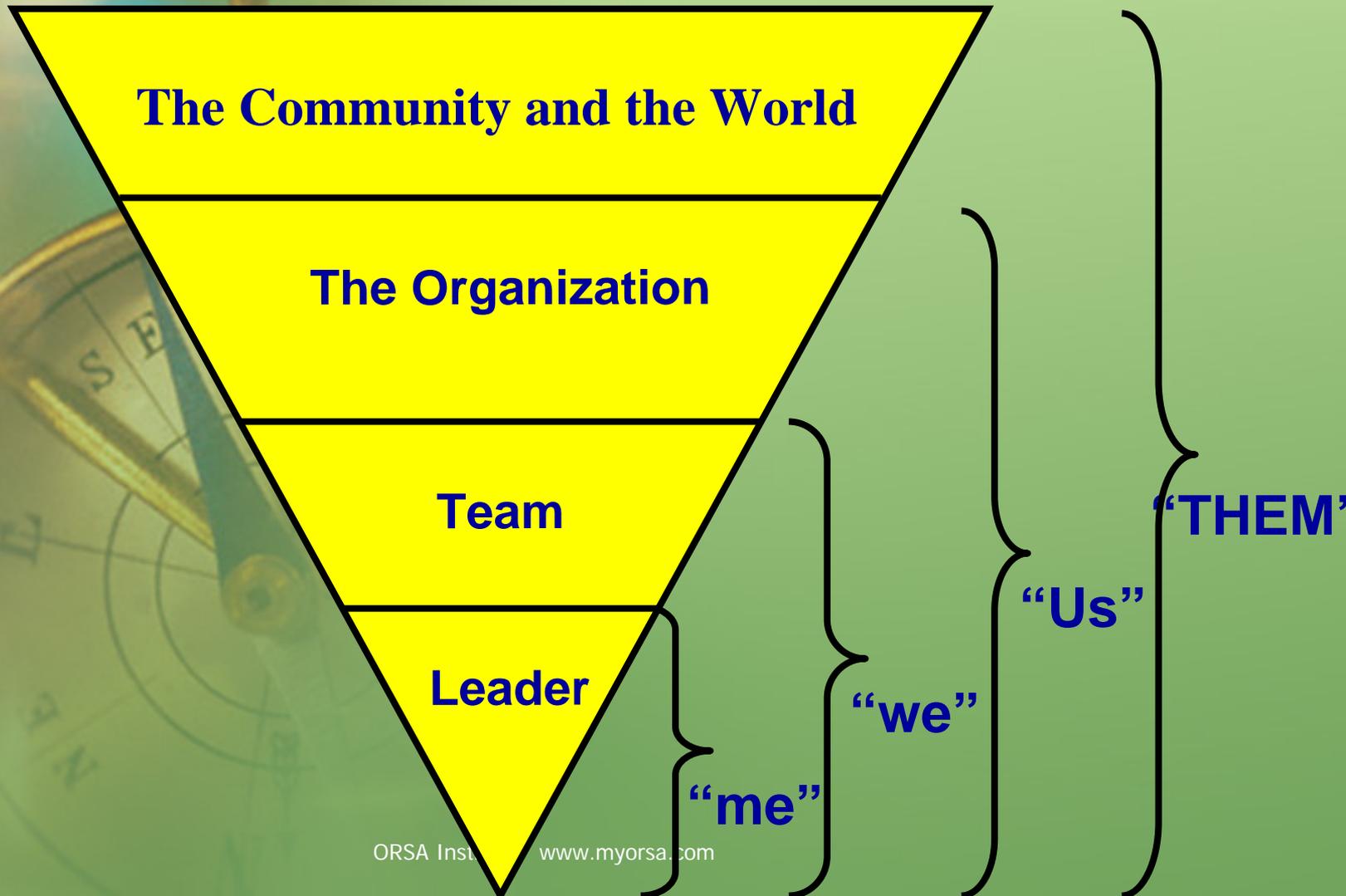
The ART of Leadership

Leadership is hard work!



The ART of Leadership

Leadership Looks like this:



The ART of Leadership *The A.K.A. Formula*



LEADER

SUCCESS

The ART of Leadership The A.K.A. Formula

Action!

THEM

SIGNIFICANCE

Us

we

Leader

Attitude

Knowledge

The ART of Leadership

*Here are
eight great
tools to
build your
Leadership
Skills:*

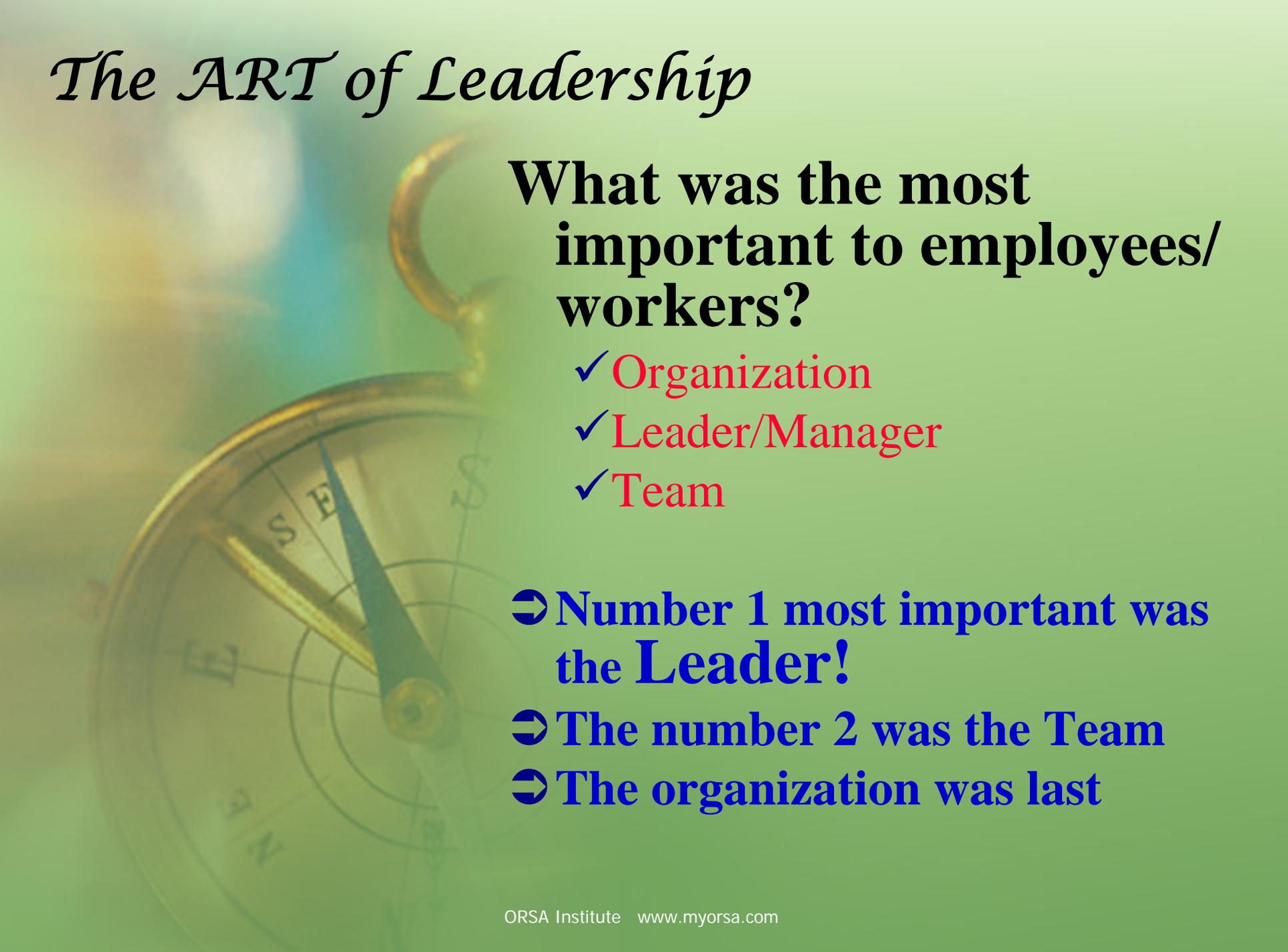


The ART of Leadership



*Leadership
Research*

The ART of Leadership



What was the most important to employees/workers?

- ✓ Organization
- ✓ Leader/Manager
- ✓ Team

⇒ Number 1 most important was the **Leader!**

⇒ The number 2 was the **Team**

⇒ The organization was last

The ART of Leadership

What was the most important to the Leaders?

- ✓ **Organization**
- ✓ **Leader/Manager**
- ✓ **Team**

- ⇒ **Number 1 most important was the Organization!**
- ⇒ **The number 2 was the Team**
- ⇒ **The leader's, leader was seen as the organization**

The ART of Leadership

Outcomes of the 4 year study

The Excellent Leader/Manager will demonstrate:

- ➔ **1. Open lines of communication**
- ➔ **2. Honesty**
- ➔ **3. Trust**
- ➔ **4. *Perceived interest in my welfare and job satisfaction***

The ART of Leadership

➔ LEADERSHIP

**IS MORE CAUGHT
THAN TAUGHT!**



The ART of Leadership

Eight Leadership Tools

Tool 1 - Lead from the Front

The Law of Attitude

- **Your Attitude sets the tone, the benchmark for your level of effectiveness.**
- **You are the example**
- **Get out in Front of your people, your organization, so you can see and be seen**
- **Set the Direction with a compelling vision of the future!**

The ART of Leadership

**What do
you see?**



The ART of Leadership

*How about
this? Does
this look
familiar?*



Life in the duck pond!

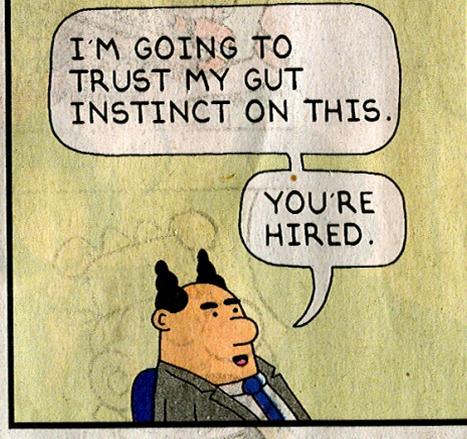
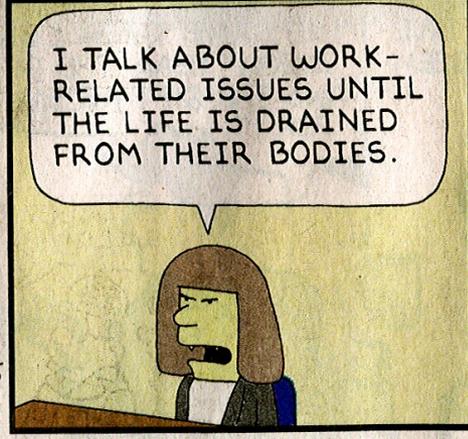
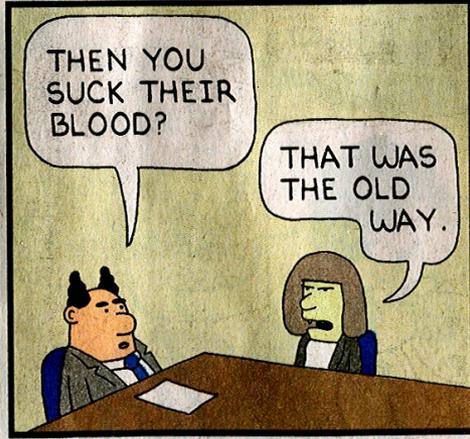
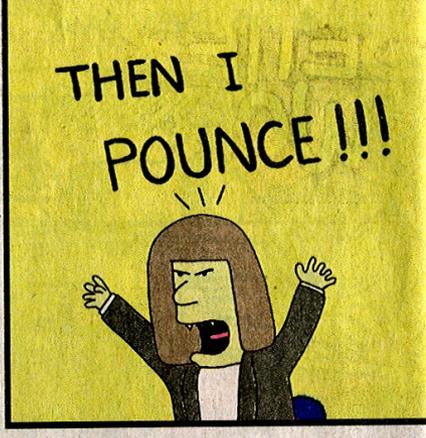
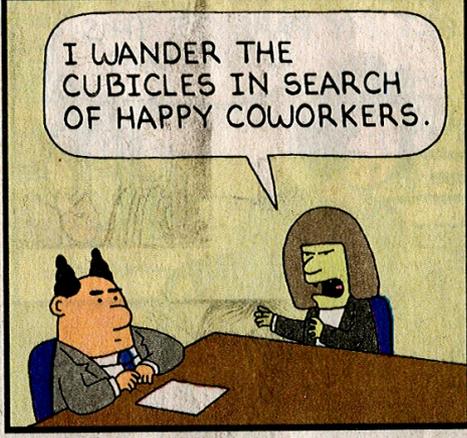
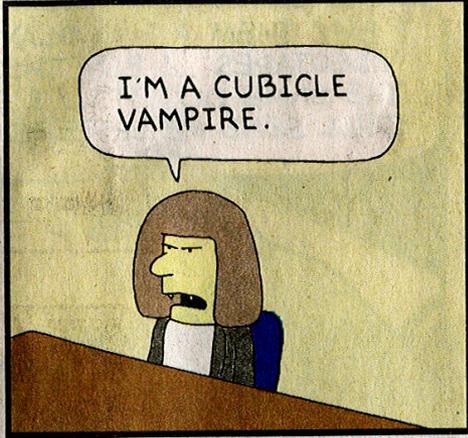
- 
- ➔ “that’s the way we’ve always done it”
 - ➔ “It’s not my Job”
 - ➔ “That’s not my department”
 - ➔ “I don’t know you needed it right away”
 - ➔ “It wasn’t my fault that it’s late”
 - ➔ “No one told me what to do”
 - ➔ “I’m waiting for approval”
 - ➔ “I’m too busy to do it”
 - ➔ “Someone should have told me not to do that”
 - ➔ “Don’t blame me It was the boss’s idea”

The ART of Leadership

"It's not my Job"

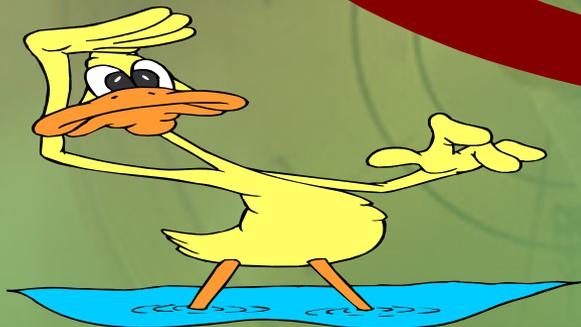


DILBERT®/ by Scott Adams



The ART of Leadership

NO DUCKS!



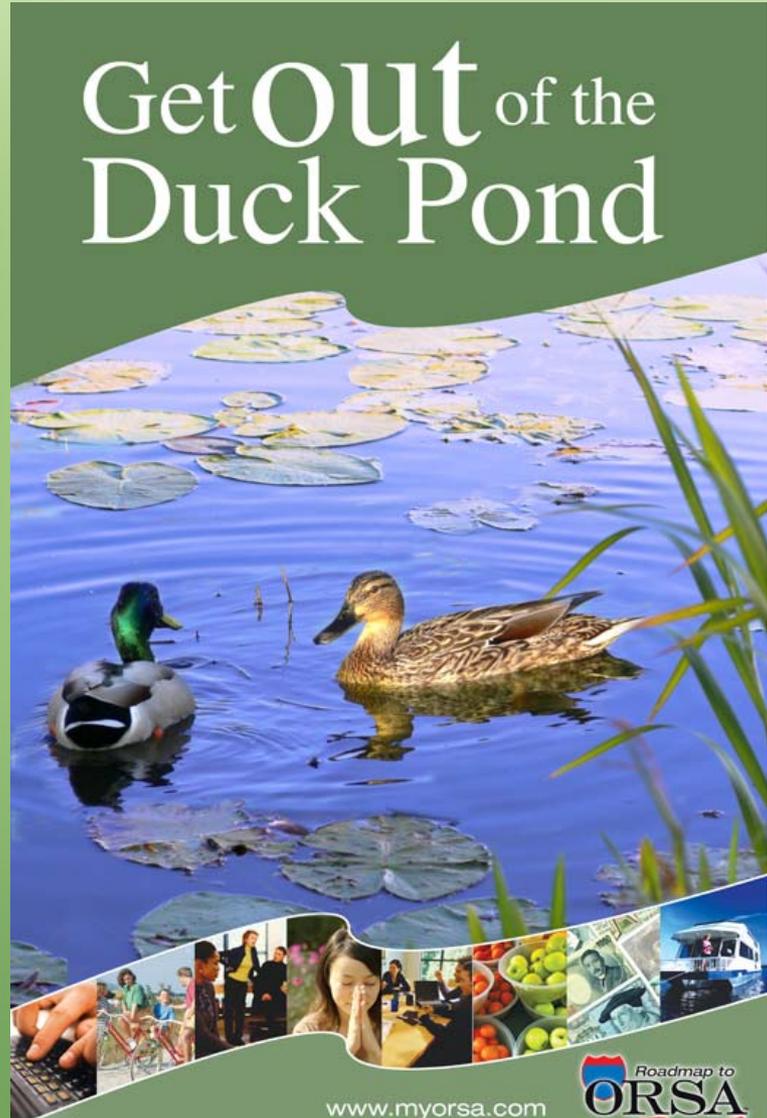
NO QUACKING!

The ART of Leadership



The Duck Pond!

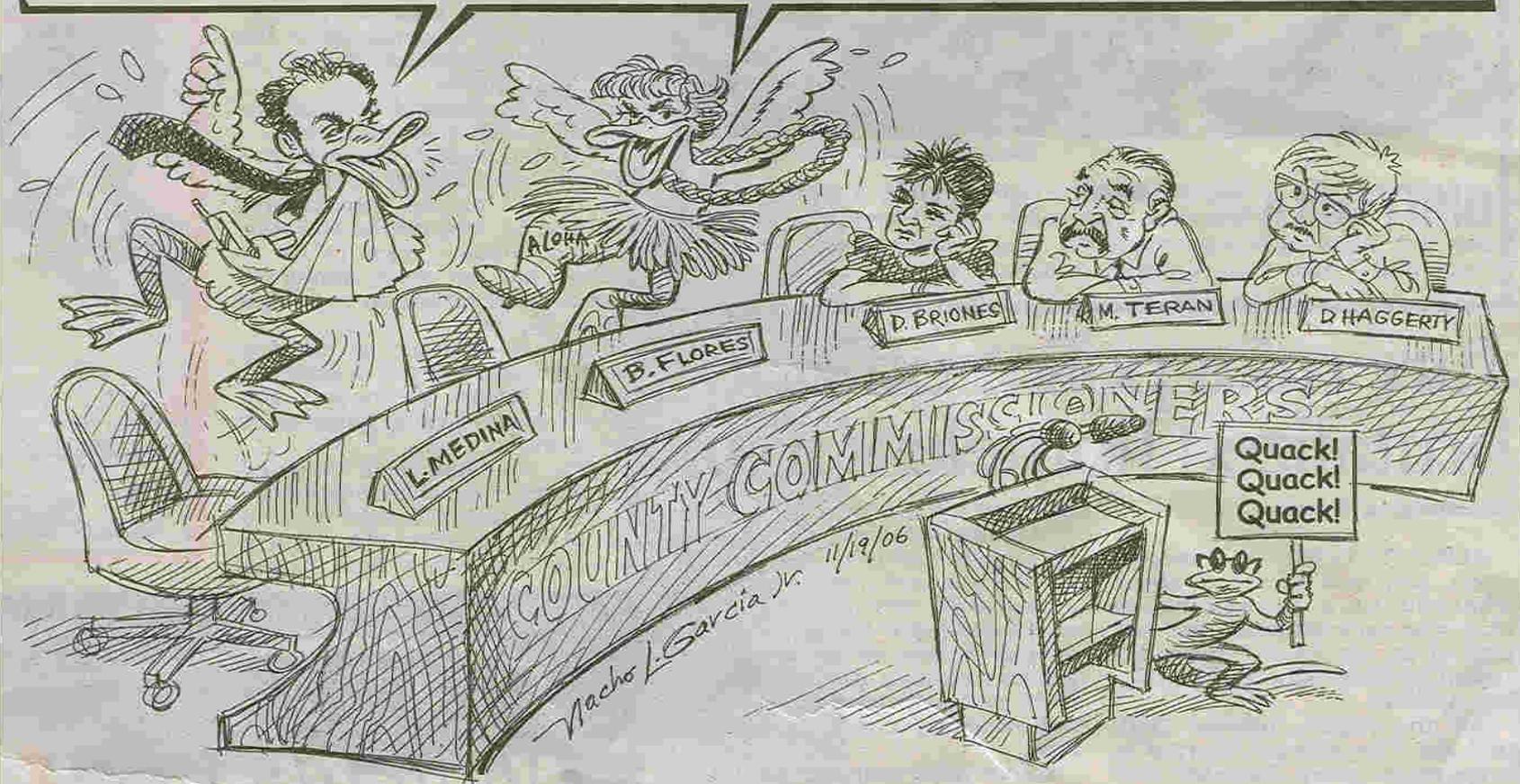
Get **OUT** of the
Duck Pond



www.myorsa.com

Roadmap to
ORSA

Why weren't we consulted on the "Downtown Plan"?



The ART of Leadership

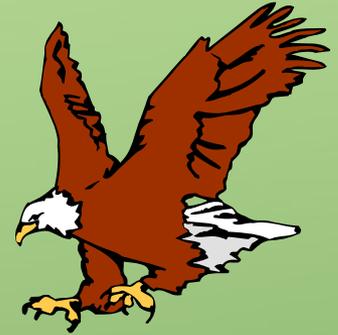


**“SOARING WITH
THE EAGLES”**

***All excellent things are as difficult as
they are rare.***

The ART of Leadership

Soar with the Eagles



Avoid the Duck Ponds



The ART of Leadership

Attitude



The ART of Leadership

Attitude

Do something different!

1. Raise your standards

**2. Decide what you will and will
Not accept!**

**3. Decide what things mean to
you!**

**4. Change your B. S. (Belief
Systems)**



The ART of Leadership

Attitude

Do something different!

1. Raise your standards *Col 3:23*

**2. Decide what you will and will
Not accept! *Josh 24:15***

**3. Decide what things mean to
you! *Ecc 12:13 – Mk 12:28b ff***

**4. Change your B. S. (Belief
Systems) *John 10:10***



The ART of Leadership

Attitude

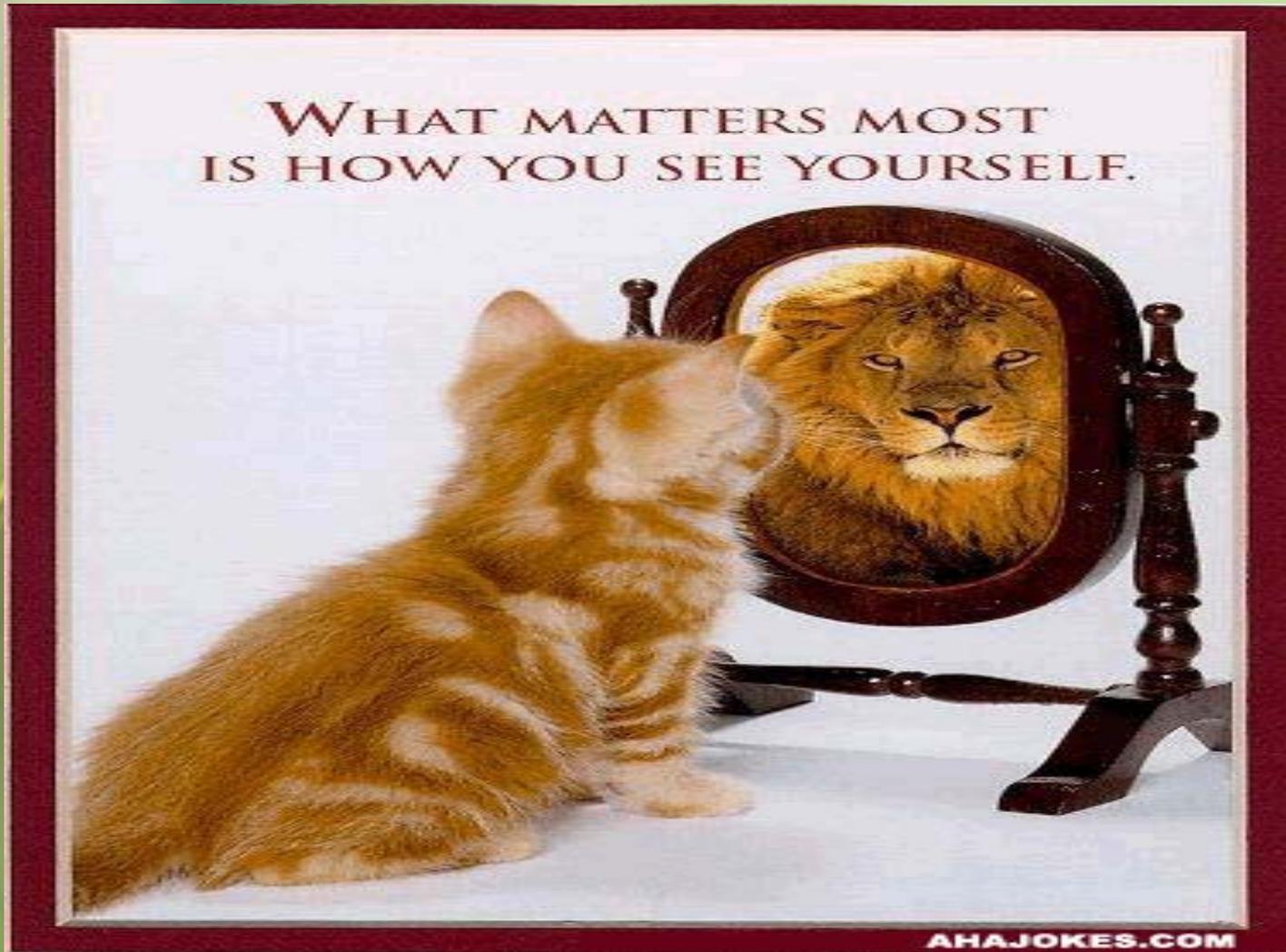


Do something different!

Make a choice –

**You choose how you will
act and feel.**

The ART of Leadership



The ART of Leadership

Eight Leadership Tools

Tool 2 - Maintain Your Integrity

The Law of Trust

- **The essence of Leadership is Trust**
- **Trust is promoted by the Climate and Environment...**
- **Trust is the solid ground, the foundation of leadership**
- **You can't take shortcuts you must exemplify competence, connection, and character**
- **People won't trust someone who has slips in these areas**
- **You must model trust!**
- **A Leader's *Character* is defined by their:
Integrity, Values, and Ethics**

The ART of Leadership

- ➔ When all is said and done you treasure leaders with technical expertise and competence,
- ➔ and you recognize that all people and organizations are capable of greatness if their leadership creates *an expectation of mutual respect and trust.*

➔ **General Barry McCaffrey**

The ART of Leadership

- ➔ Every effective bond between people has **TRUST** as its bedrock.
- ➔ Every failed relationship is ultimately an actual or perceived breach of that **trust**.
- ➔ To build an enduring structure, start with the solid foundation of **Trust**
- ➔ *All great leaders are **Trustworthy!***

The ART of Leadership

USA TODAY · TUESDAY, SEPTEMBER 20, 2005 · 5B

Ex-Tyco execs face \$1-a-day pay

But could get bail for appeals

By Kevin McCoy
USA TODAY

NEW YORK — Before their convictions, former Tyco executives Dennis Kozlowski and Mark Swartz were known for reaping multimillion-dollar corporate salaries.

Within weeks, they'll have to get used to earning \$1.05 a day in a maximum-security state prison.

► Jail and fines, 1B

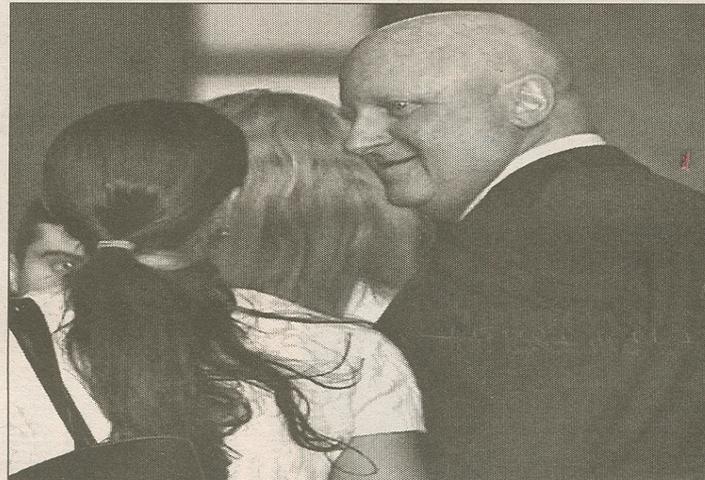
"They will be assigned a job, and that's what they'll earn," said Linda Foglia, a spokeswoman for the New York State Department of Correctional Services.

"Every prisoner must work, in the laundry, in the kitchen or somewhere else."

Lawyers for Kozlowski and Swartz hope to avoid that outcome for at least a while by seeking bail pending appeals of their clients' convictions.

They have a low chance of succeeding, because New York appeals courts generally "are less willing to let individuals stay out," said Ronald Blum, a former Manhattan prosecutor who is now a partner at the law firm Manatt Phelps & Phillips.

Unless defense lawyers prevail, the former executives would be transferred within 10 days from city custody — where they were to



By Louis Lanzano, AP

Former CEO: Dennis Kozlowski arrives with his daughter for sentencing Monday in New York. He was sentenced to 8½ to 25 years in prison.

spend Monday night — to the state correction system. Foglia said Kozlowski and Swartz would likely first be sent to the Downstate Correctional Facility, roughly 60 miles north of New York City, for four to six weeks of processing and classification.

There, corrections officials would assess medical and other needs be-

fore choosing the prison where they would spend most of their sentences.

"Their notoriety is going to play a factor in this as well. We have to take into account their safety in prison," Foglia said.

One possibility, she said, would be to assign Kozlowski and Swartz to the Clinton Correctional Facility,

an Upstate New York prison that has a special 250-man unit for prisoners whose personal safety could be in jeopardy behind bars. Convicted police officers, judges and similar defendants have served time in the unit, Foglia said.

Once housed in their assigned prison, Kozlowski and Swartz would be eligible for daily visits. But their days would be subject to a narrowly restricted regimen.

"You're going to be awakened. You're going to work a day, and then your evenings are your own personal time," Foglia said.

The two would be eligible for transfer to a lower-security facility within roughly two years, Foglia said. In about three years, they could seek assignment to a work-release program. Good behavior is a prerequisite for either type of transfer, Foglia said.

The sentences imposed on Kozlowski and Swartz are shorter than the 25-year term recently received by former WorldCom CEO Bernie Ebbers, another well-known white-collar convict.

But the prospect of state prison time will likely "serve as a very, very significant deterrent to anyone who would be tempted to similar actions," said Marcel Kahan, a corporate law specialist at New York University School of Law.

Charles Stillman, Swartz's lead defense lawyer, said he gave his client optimistic advice to help deal with the prospect of years behind bars.

"It's the first day of the rest of his life," Stillman said.

Where are they now? Six CEOs and their troubles with the law



By Chip East, Reuters

Bernie Ebbers, of WorldCom, was sentenced to 25 years on July 13 for fraud relating to his role in an \$11 billion accounting scandal. He remains free on bail while appealing the conviction.



By Tim Johnson, Reuters

Ken Lay, longtime CEO of Enron, is charged with seven criminal counts, including fraud and conspiracy for allegedly concealing debt and inflating assets. Trial is set for January 2006.



By Brett Coomer, Getty Images

Jeff Skilling, CEO of Enron for six months in 2001, is charged with 35 counts, including inside trading, fraud, conspiracy and lying on financial statements. Trial is set for January 2006.



By Butch Dill, AP

Richard Scrushy, of HealthSouth, was acquitted of 36 criminal charges by an Alabama jury on June 28. He was accused of masterminding a \$2.7 billion fraud at the company he founded.



By Seth Wenig, Reuters

John Rigas, of Adelphia Communications, on June 20 was sentenced to 15 years on charges of fraud and conspiracy after looting billions. He is free while appealing the conviction.



By Todd Pitt, USA TODAY

Martha Stewart, of Martha Stewart Living Omnimedia, served five months in prison followed by house arrest for lying about a personal stock sale. She is now back at work.

TRUST WORTHY

NATIONAL PICTURE



12 things to watch on election day:

1 Democrats have to gain 15 seats to take control of the House for the first time since 1994. All 435 seats are on the ballot.

2 Republicans have to stop Democrats from a net gain of six seats to take control of the Senate for the first time since 2002. Senators are on the ballot in 33 states, with the most competitive races in Missouri, Montana, Virginia, Tennessee and Rhode Island.

3 Governors are on the ballot in 36 states, with high-profile contests in California, New York, Massachusetts and Ohio.

4 Major losses for Republicans — and gains for Democrats — could come in House races in Connecticut, Indiana, Ohio, Pennsylvania and New York, where national Democrats have focused money and energy.

5 The West could be a new frontier for the Democrats, with seats in Arizona, Colorado and New Mexico in play.

6 Scandals could cloud a House race in Florida, where Rep. Mark Foley's (left) district surprisingly came into play after he resigned amid a cybersex scandal. Also in play are House contests in Ohio, Texas and California, where Republicans face the fallout from the Jack Abramoff influence-peddling scandal.

7 Iraq veterans are trying to help Democrats unseat or replace retiring incumbents. Tammy Duckworth, who lost her legs in Iraq, is among the strongest candidates benefiting from the anti-war mood. She is looking to succeed Rep. Henry Hyde, R-Ill.

8 Muslim Keith Ellison could become the first from his faith to win a seat in Congress.

9 Black Senate candidates Michael Steele and Harold Ford Jr. could make history as the first elected from Maryland and Tennessee. Steele is a Republican, Ford a Democrat.

10 Stem cell research became the signature issue in Missouri after actor Michael J. Fox starred in ads for Claire McCaskill's Senate campaign. Incumbent Sen. Jim Talent recruited his own actors and athletes for a counter ad about expanding the research, which is on the ballot.

11 Abortion rights are on the ballot in three states including South Dakota, where voters will decide if they want to uphold the nation's most restrictive abortion restrictions.

12 Gay marriage bans are on the ballots in eight states and could mobilize conservative voters there.

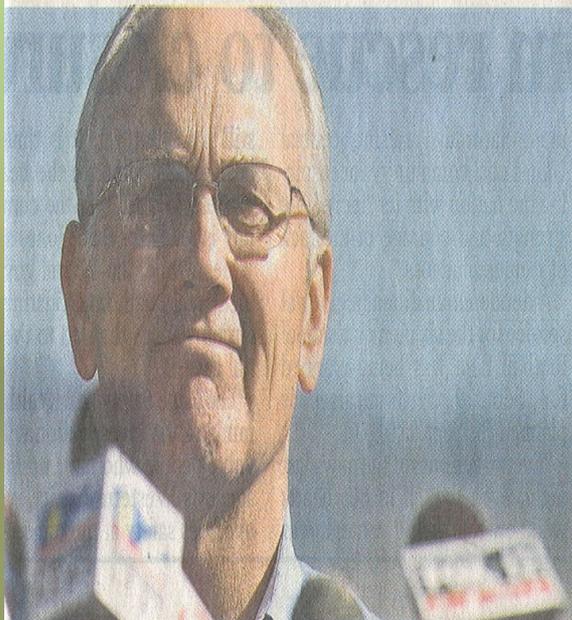
The ART of Leadership

NATION

elpasotimes.com

El Paso Times
Sunday, Sept. 2, 2007

3A



Matt Cilley / Associated Press

Idaho's senior U.S. senator, Larry Craig, took a moment Saturday before he announced his resignation from the Senate at the old Boise Depot train station overlooking downtown Boise, Idaho.

Mired in scandal, Craig to resign

By Jill Zuckman

Chicago Tribune

CHICAGO — Saying he was “deeply sorry,” a humbled Sen. Larry Craig, R-Idaho, announced Saturday that he would resign from the Senate, an announcement national party leaders greeted with relief after days of worrying that the scandal would hurt all Republicans in the 2008 elections.

Craig stood with his family by his side, as well as the governor of Idaho and other Republican officials, as he told supporters in Boise that he would do what is best for the people of Idaho by removing an “unwanted and unfair distraction” from the Senate.

“What is best for Idaho has always been the focus of my efforts and it is no different today,” said Craig, 62. “To Idahoans I represent, to my staff, my Senate colleagues, but most importantly to

my wife and my family, I apologize for what I have caused. I am deeply sorry.”

Craig is just the latest in a series of scandals to plague Republicans. Sen. David Vitter, R-La., recently struggled to explain why his name was found in the black book of a prostitution business disguised as an escort service. And inappropriate e-mails from Rep. Mark Foley, R-Fla., to male pages led to his resignation last year.

“The fast reaction by the Republican leadership tells me they know they are vulnerable,” said Assistant Majority leader Dick Durbin, D-Ill. “First Mark Foley with the pages, then Senator Vitter with the call girls, then Senator Craig with the men’s restroom. This would be hard for any party to take in Congress — but especially a party that’s paraded its leadership on family values for so long.”

The GOP, which is trying to win back its Senate majority next fall, has to defend 22 seats com-

pared with just 12 for the Democrats. Virginia Sen. John Warner’s recent decision to retire and Craig’s arrest and subsequent repudiation are likely to make life that much more difficult for Republicans.

Senate Democrats now hold a 51-49 edge.

President Bush called Craig and told him he knew what a difficult decision Craig had had to make, White House spokesman Scott Stanzel said.

“Senator Craig made the right decision for himself, for his family, his constituents and the United States Senate,” Stanzel said.

Craig’s long and distinguished political career rapidly fell apart last week as the public learned that he had pleaded guilty to a reduced misdemeanor charge after being arrested June 11 at the Minneapolis-St. Paul airport by an undercover police officer after an encounter in the men’s restroom.

The ART of Leadership

WASHINGTON



Lauren Victoria Burke / Associated Press

Senate Minority Leader Mitch McConnell of Kentucky, gestured while meeting reporters Wednesday on Capitol Hill to talk about a conversation he had with Sen. Larry Craig, R-Idaho.

Ethics panel will review complaint against Craig

By David Espo

Associated Press

WASHINGTON — To the dismay of fellow Republicans, Sen. Larry Craig launched a determined drive to save his seat on Wednesday, vowing to stay in office if he's allowed to withdraw his guilty plea in a men's room sex sting.

Craig's campaign suffered an instant setback, however, when the ethics committee refused to set aside a complaint lodged against him. "Pending Sen. Craig's resignation, the committee will continue to review this matter," the committee's senior senators wrote.

The decision to deploy his legal team marked a reversal of his pledge to resign on Sept. 30, and raised the possibility of a protracted legal and political struggle, much of it playing out in public, with gay sex at its core.

"I thought he made the correct decision, the difficult but correct decision to resign" over the weekend, said Senate Republican Leader Mitch McConnell of Kentucky after he and Craig spoke by telephone. "That would still be my view today."

Craig made no public statements during the day, although he met privately in Boise with Idaho Gov. C.L. Otter, who has the authority to fill any vacancy in the state's Senate delegation.

"We are proceeding based on the assumption that there is going to be a transition at the end of the month," said Jon Hanian, Otter's spokesman. "The senator's staff is



Craig

posed of prior to September 30, it is his intention to resign from the Senate as he expressed last Saturday," he said.

The GOP leader spoke hours after Craig's lawyer, Stanley Brand, asked the ethics committee not to investigate a complaint because events were "wholly unrelated" to official duties.

Committee action eventually would lead the Senate down a path of dealing with "a host of minor misdemeanors and transgressions," Brand added in a letter, which was hand-delivered.

In a written reply several hours later, the panel's chairman and senior Republican wrote that Senate rules give the committee authority to investigate lawmakers who engage in "improper conduct, which may reflect upon the Senate."

"The committee has reached no conclusions regarding the matter," wrote Sen. Barbara Boxer, D-Calif., and John Cornyn, R-Texas. "Pending Sen. Craig's resignation, the committee will continue to review this matter."

A second lawyer for Craig, Tom Kelly, was in Minnesota, evidently preparing to file papers seeking to have the senator's guilty plea withdrawn.

Lawyers not involved in the case have said Craig faces a difficult challenge, pointing to Minnesota

The ART of Leadership

Washington

elpasotimes.com

El Paso Times
Sunday, Nov. 25, 2007

Plagued by airport scandal, Craig sees Senate clout evaporate

By Erika Bolstad

McClatchy News Service

WASHINGTON — Sen. Larry Craig had plenty to say about the global warming bill that was being debated by the Senate Environment and Public Works Committee.

But after nearly three decades in public life and at a time when he should be at the height of his influence and power, the Idaho Repub-



Craig

this summer.

In the span of a week after the

Republican had to wait his turn. Senate protocol put him at the bottom of the list, after even the most-junior U.S. senator, John Barrasso of Wyoming, a Republican who was appointed

news broke late this summer that he'd been arrested in a sex sting at the Minneapolis-St. Paul airport, Craig saw his political status and personal reputation plummet.

Pressured to resign, he stayed on. But he was forced to surrender his leadership posts on several Senate committees and to watch as his GOP colleagues called for an ethics investigation into his behavior.

He's rallied by mounting a public relations blitz, including a prime-

time interview on NBC. He's hired a high-profile Washington defense lawyer to fight an uphill battle to withdraw his guilty plea in Minnesota courts.

Despite all that effort and expense, Craig has yet to regain his reputation or his political standing in the Senate. Instead of being known for his accomplishments, such as his party-defying take on immigration, he's now known for a toe-tapping incident in a men's

room stall and for being too stubborn to leave Congress.

When he was asked last week how his colleagues treat him, what sort of working relationship he has with them and what he's been up to, Craig responded: "I'm actively working in my committees."

So he is. He'll be the Republican representative from the Senate Environment and Public Works Committee next month when the United Nations convenes a Climate

Change Conference in Bali, Indonesia.

The Senate GOP caucus isn't exactly a friendly place these days for Craig. Although his fellow senators are outwardly friendly, on the Senate floor they appear to distance themselves from him.

Sen. Mitch McConnell of Kentucky, the minority leader who has the charge for Craig to step down, still will say nothing about his publican colleague.

The ART of Leadership

NFL

elpasotimes.com

El Paso Times
Thursday, Oct. 4, 2007

30



Vick's trial date to be set on Nov. 27

By Hank Kurz Jr.

Associated Press

SUSSEX, Va. — Michael Vick moved one step closer to being tried on state dogfighting charges Wednesday at a hearing to make sure he has legal representation.

An attorney for the suspended Atlanta Falcons quarterback appeared in Surry County Circuit Court and was asked to return Nov. 27 to set a trial date.

Vick, who did not attend the



Vick

hearing, is in the midst of a big week. Today, representatives from the Falcons, the NFL management council and the NFL Players Association are scheduled to meet in Philadelphia for a contract arbitration case.

The Falcons want Vick to return up to \$22 million in bonus

money, arguing his guilty plea to a federal dogfighting charge violated his 10-year, \$130 million contract signed in December of 2004, and that he used proceeds from the deal to fund his dogfighting operation. The NFLPA is expected to argue Vick already has earned the bonus money.

An expert in sports contracts said the Falcons face long odds in their effort to have the bonus money returned to the team.

Vick, who faces up to five years in prison, is to be sentenced on

Dec. 10 on the federal charges.

He and three co-defendants, all of whom already have pleaded guilty to the federal dogfighting charges, are not expected at the Nov. 27 hearing, Surry County prosecutor Gerald G. Poindexter said Wednesday.

Poindexter said he hopes to have the trial begin as soon as possible.

"All the good citizens of Surry County I am sure would like to see an end to this, along with a lot of other good people," the

prosecutor said outside the courtroom.

Virginia Beach attorney Larr Woodward, who will represent Vick on the state charges, said Vick turned himself in last week in the rural county for pretrial processing and bonding. Vick has been charged with two state felony counts — beating or killing or causing dogs to fight other dogs and engaging in or promoting dogfighting. Each felony is punishable by up to five years in prison.

The ART of Leadership

**What each of these
people failed to
realize:**

Life is a series of
responsibilities lived out
in the context of relationships



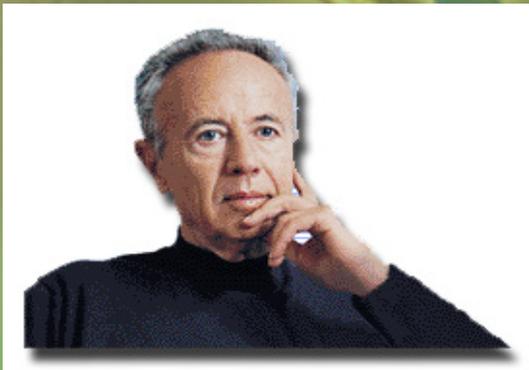
www.myorsa.com

Roadmap to
ORSA

The ART of Leadership

Importance of Character

*Nothing leads as well as example.
Values and behavioral norms are simply not
transmitted easily by talk or memo, but are
conveyed very effectively by doing.*



**Andrew Grove,
CEO and Co-Founder of Intel Corporation**

The ART of Leadership

TRUSTWORTHINESS

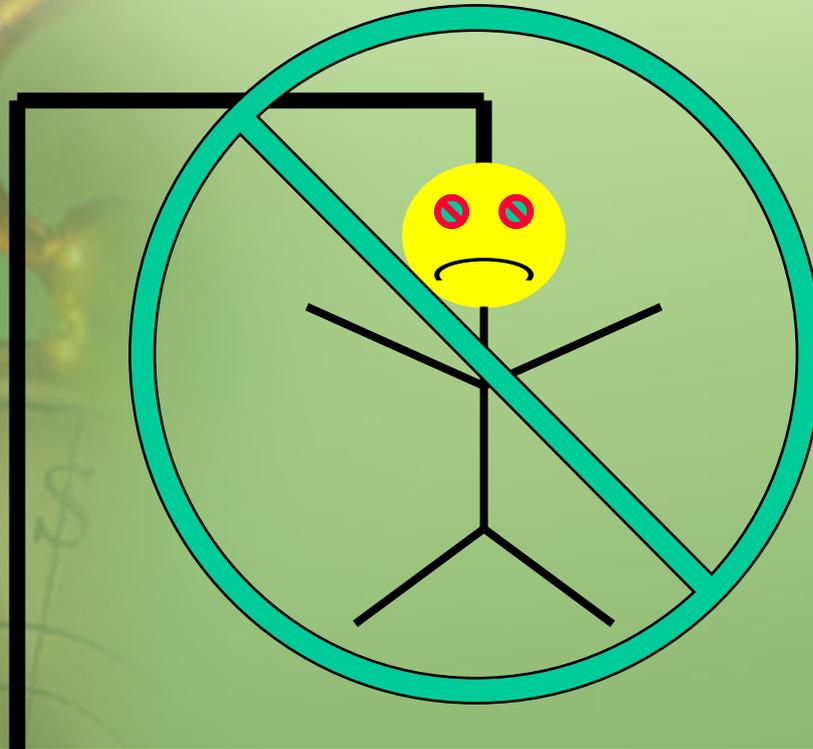
➔4 -Honest

➔3 -Do what you say

➔2 -Communicate well

➔1 -

The ART of Leadership



1.

**PREDICTABLE
BEHAVIOR**

The ART of Leadership

Eight Leadership Tools

Tool 3 - Know your stuff

The Law of the lid

- ➔ **Your leadership ability is the lid for your level of effectiveness.**
- ➔ **You are the limit/ lid of your organization/team**
- ➔ **You are the example**
- ➔ **Know your strengths and the strengths of others**

The ART of Leadership

Strengths



- ⇒ **List 5 things you are good at!**
- ⇒ **List 2 strengths you see in another team member that you do not possess.**

The ART of Leadership

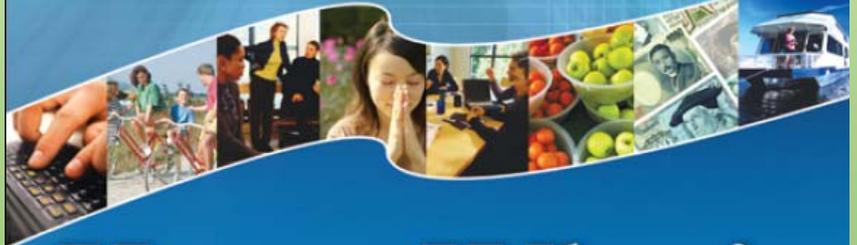
➔ **The key to knowing your stuff is:**

➔ **Know your strengths...**

Staff your weaknesses!



Eight Disciplines Highly Productive People Know and Practice!



Know What's Holding You Back



WWW.MYORSA.COM

The ART of Leadership

Eight Leadership Tools

Tool 4 - Demonstrate Uncommon Commitment

The Law of Influence:

- **No one in your organization, or on your team will be more committed than you are!**
- **You set the example, you set the tone, you create the environment, you set the bar!**
- **You are the first one in and the last one out!**

The ART of Leadership

*Leaders influence others through
their commitment to a
compelling vision of the future!*

Where there is no vision...

The ART of Leadership

**Speaking of
INFLUNCE...**

What about this lady????

The ART of Leadership



Mother Teresa

"I choose the poverty of our poor people. But I am grateful to receive (the Nobel) in the name of the hungry, the naked, the homeless, of the crippled, of the blind, of the lepers, of all those people who feel unwanted, unloved, uncared-for throughout society, people that have become a burden to the society and are shunned by everyone."

Excerpt from her Nobel Prize Acceptance Speech -1979

The ART of Leadership

We Were Soldiers

Mel Gibson

The ART of Leadership

Office Space

We choose...

There are two kinds of Pain:

- Pain of Discipline
- Pain of Regret



The ART of Leadership

Eight Leadership Tools

Tool 5 - Expect the Best

most positive results

The Law of Expectation

- **Be very aware of what you expect of others**
- **You tend to get what you expect!**
- **People tend to rise to the level expected out of them**
- **Set and maintain high Standards of Excellence**
 - **easy to say hard to do!**

The ART of Leadership

*What do people want
from work? - what do they enjoy?*

Everyone Wants:



- 1. Recognition**
- 2. Good Job satisfaction**
- 3. Environment
/ Climate**

The ART of Leadership

DILBERT

THIS AWARD GOES TO ASOK FOR HIS HARD WORK ON... WHATEVER.



scottadams@aol.com

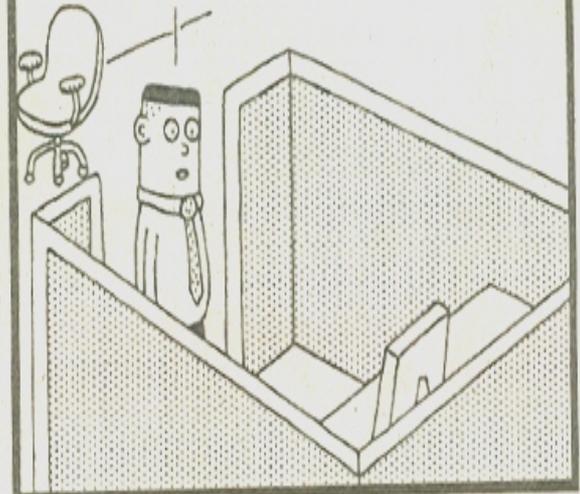
www.dilbert.com

MY DEDICATION HAS BEEN REWARDED! THIS IS THE HAPPIEST MOMENT OF MY LIFE!



2-2-05 © 2005 Scott Adams, Inc./Dist. by UFS, Inc.

WOW! IT'S LUCKY THAT I GOT A NEW CHAIR ON THE SAME DAY THAT MINE WAS STOLEN.



The ART of Leadership

Goals:

What did you want
to be when you
grew up?

The ART of Leadership

Why do people dislike work?

- what do they need that they don't get?

Everyone Needs:



➔ *People need to know:*

1. **“The What”** -Exactly what they are supposed to be doing, and when!
2. **“The Expectations”** – simply tell me what you expect!
3. **“The Why”** - their job is important!

The ART of Leadership

Why are so many people...

FRUSTRATED

F = 1/P

F = E - D

The ART of Leadership

Eight Leadership Tools

Tool 6 - Communicate well

The Law of E.F. Hutton

- **When the real Leader Speaks, people listen!**
- **The real leader holds the power not just the position!**
- **The proof of leadership is in the followers!**

The ART of Leadership

What is Communication?

The ART of Leadership

Is Communication . . .

INFORMATION...?

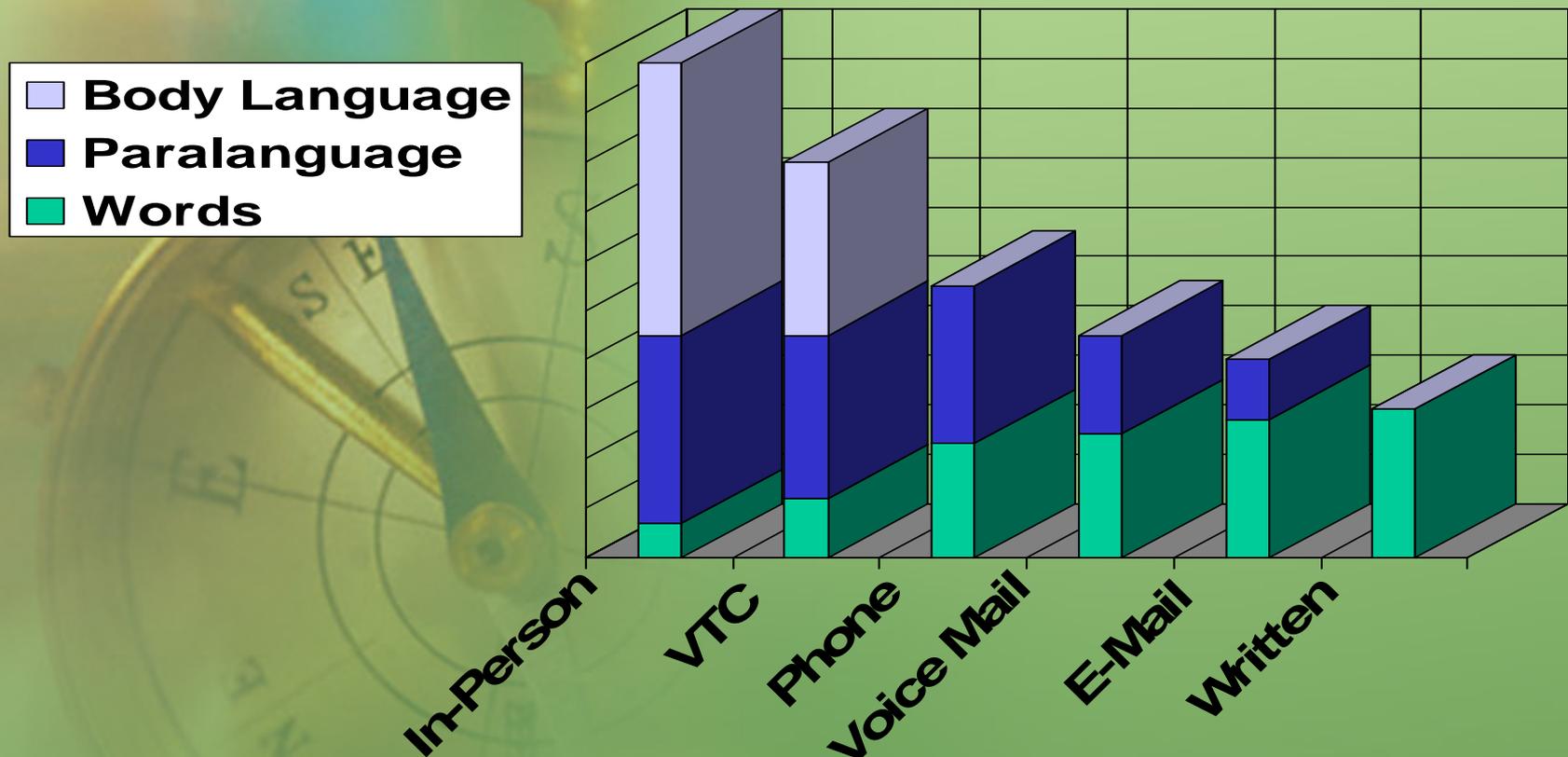
The phenomenon of communication depends on NOT what was transferred, but on what happens to the person who receives it!

Maturnana & Varela

The ART of Leadership

Transmitting The Message

Message "Bandwidth"



The ART of Leadership

Great Leaders value EVERYONE!

- ➔ Every problem can be seen by someone:
 - ✓ Usually by a lower ranking, invisible person who may be reluctant to speak up or may not know it is consequential, the person with the smallest voice
 - ✓ If people are not reporting (fear, ignorance, indifference makes no difference) you can't make positive change
- ➔ People at the top usually get filtered “Good News”
 - ✓ Continue to believe they are on top of things
 - ✓ If no one ever brings you bad news... watch out the
end is near!

The ART of Leadership

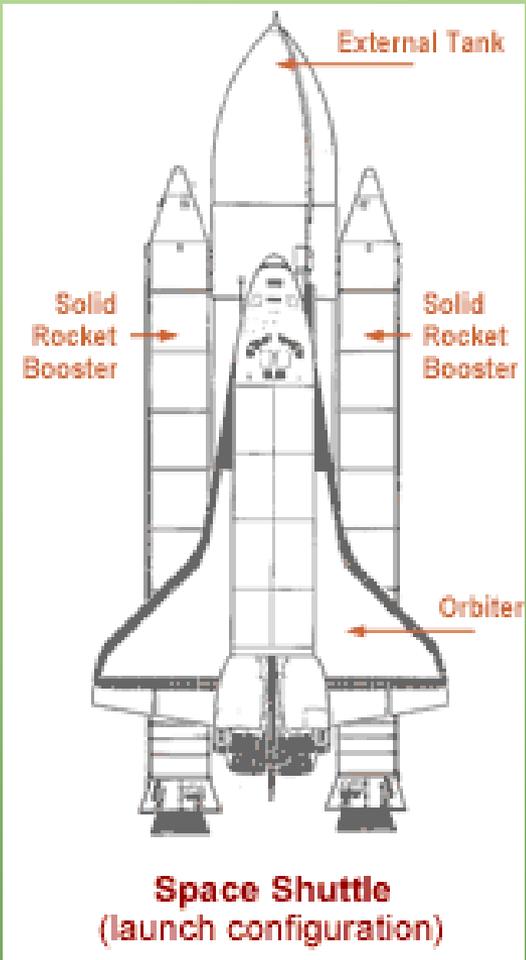
What happens with POOR communication?



- ⇒ 1) **Gossip**
- ⇒ 2) **Rumors**
- ⇒ 3) **Poor work environment**
- ⇒ 4) **Poor Performance**
- ⇒ 5) **Poor Productivity**

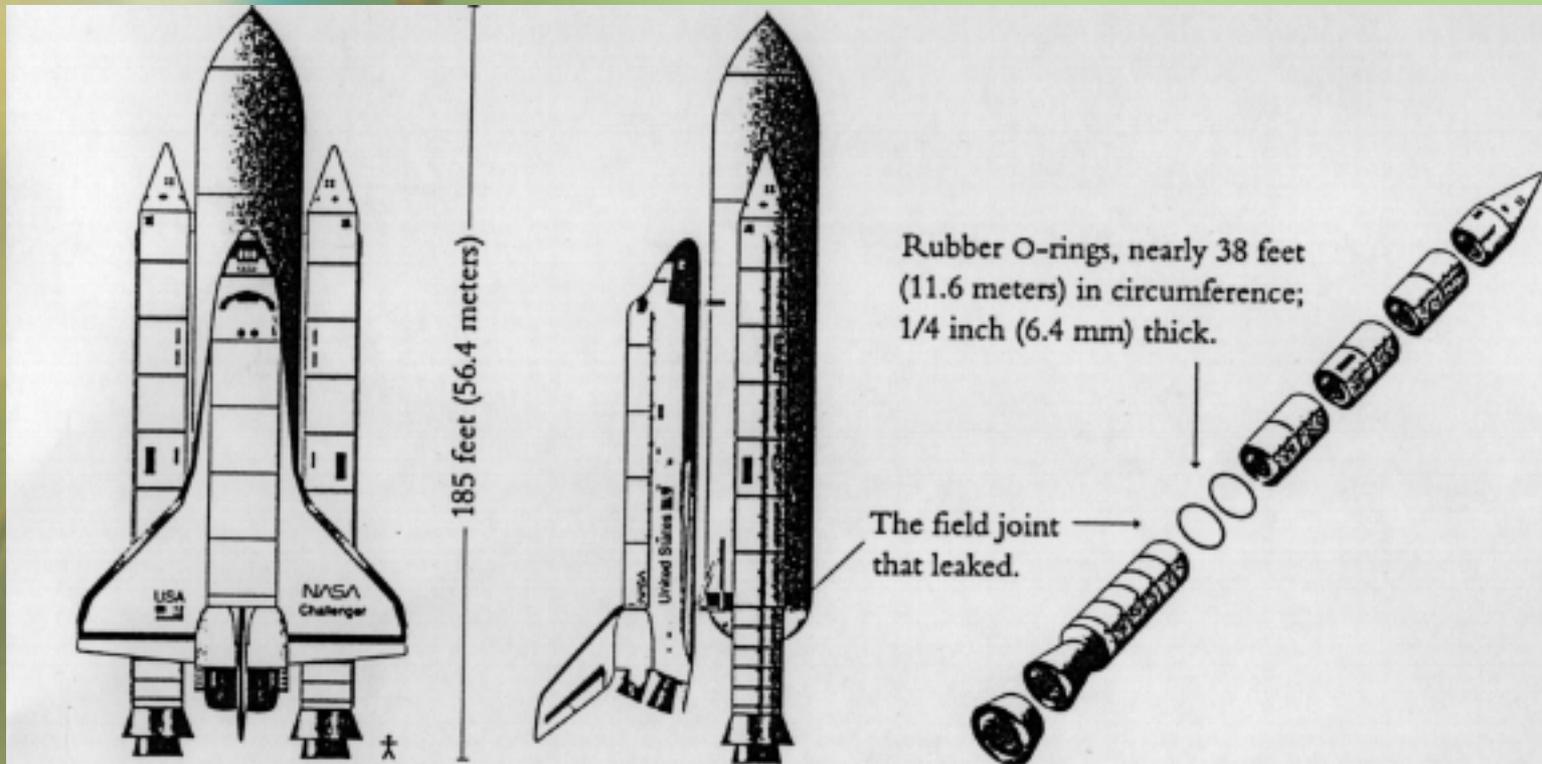
The ART of Leadership

The Space Shuttle



The ART of Leadership

Challenger O-Rings



The ART of Leadership

Space Shuttle Challenger

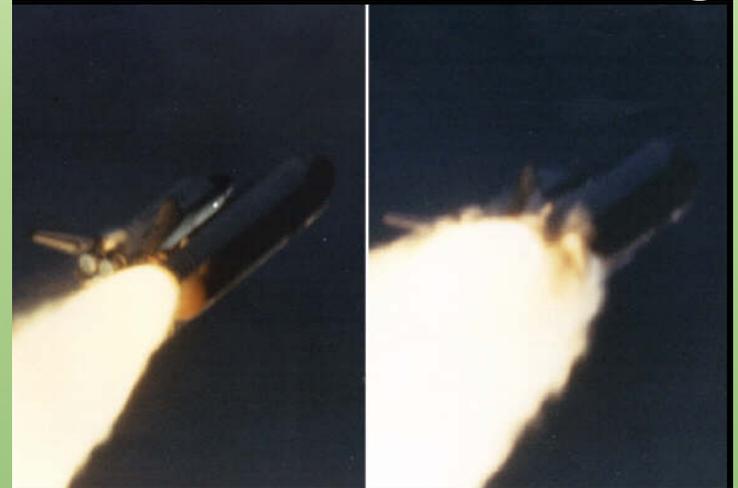
Cause of the explosion?

Hot propellant gases flew past the aft joint of the right solid rocket booster, burning through two rubber O-rings

Cause of the accident?

“The decision to launch the Challenger was flawed”

“The fundamental problem was poor organizational communication.”



The ART of Leadership



“In the brief interval between surprise and successful normalizing lies one of your few opportunities to discover what you don’t know.”

**Karl E. Weick and Kathleen M. Sutcliffe,
Managing the Unexpected, Jossey-Bass, 2001**

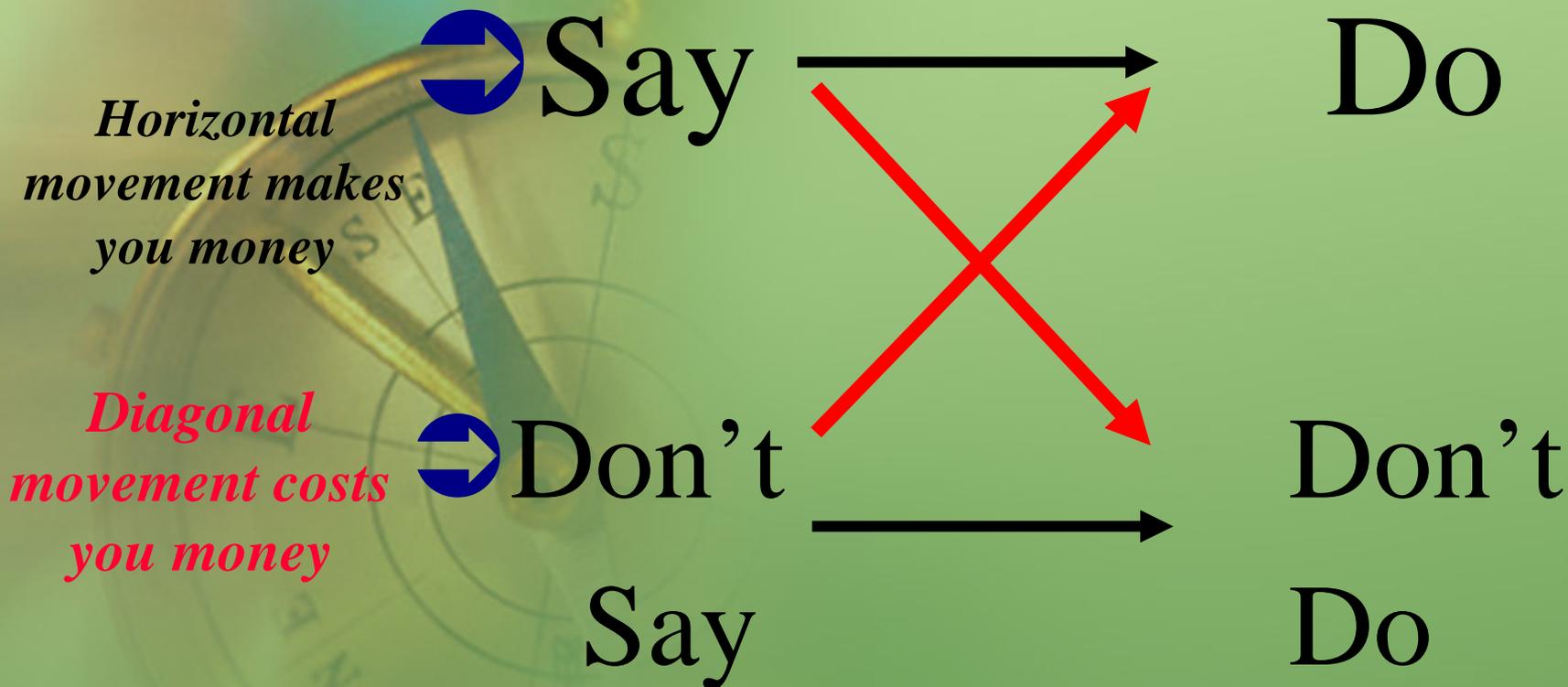
The ART of Leadership

Four Tools to improve communication:

- ① Monday Notes
- ② Automatic Responsibility
- ③ Sensing, Networking, MBWA

The ART of Leadership

The "SAY-DO" box is where a leader's predictability succeeds or fails



The ART of Leadership

Eight Leadership Tools

Tool 8 - Put Duty Before Self

The Law of Sacrifice

- You have to give up to go up!
- Leadership is setting the example –
people follow your every move
- When you become the Leader,
you lose the right to think about yourself
- “For everything you have missed, you have gained something else, for everything you gain you lose something.”
Ralph Waldo Emerson
- Putting Duty before self means:
putting Important before urgent!

The ART of Leadership

Tool #8

The Merry-go-round of life

Something new

Look for something new

New wears off

Just give up

Frustration / Denial

Blame

Fear / Worry

Anger



The ART of Leadership

The two questions

- 1. What one thing could you do, that you are not now doing, that if you did on a regular basis it would have an enormous positive impact on your personal life?
- 2. ...Professional life?

The ART of Leadership

Tool #8

The Merry-go-round of Change

➔ *HOW TO Manage Change:*



The ART of Leadership

Eight Leadership Tools

Tool 7 - Know and take care of your people

The Law of Priorities

- **Put First things first, People are first**
- **Get to know your team, learn their individual strengths and weaknesses and their developmental level**
- **Know their Behavioral Style**

The ART of Leadership

Behavioral Assessment Study

In a study of top executives, 63% say the careers of most managers are stalled because they simply do not understand others.



Caliper, publisher of a psychological test used by Center for Creative Leadership

The ART of Leadership

Persons who know themselves well are in the best position to lead, manage, influence, motivate, and even inspire others.



**Jim Dudleston,
Organizational Psychologist**

The ART of Leadership

History of Behavioral Style

MELANCHOLY

CHOLERIC

PHLEGMATIC

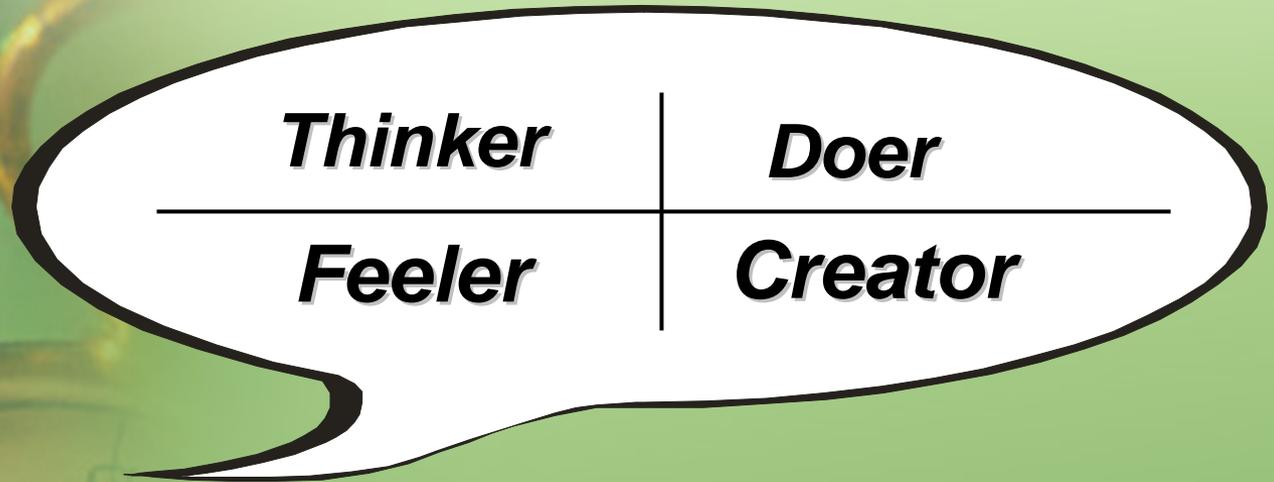
SANGUINE



HIPPOCRATES

The ART of Leadership

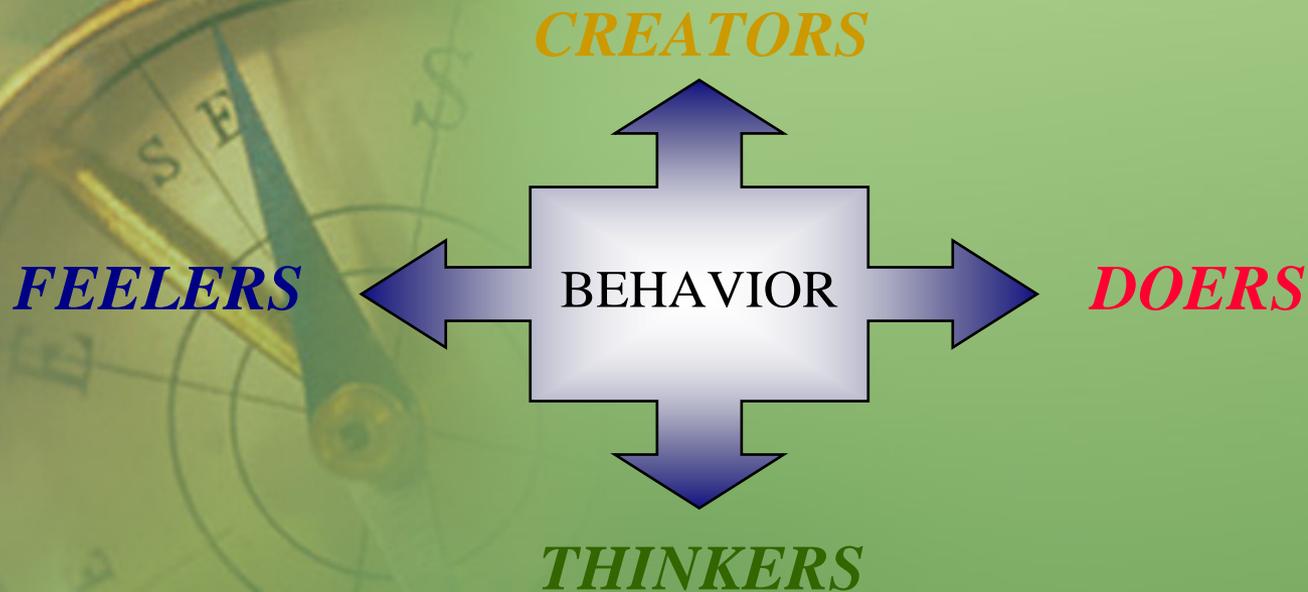
History of Behavioral Style



HIPPOCRATES

The ART of Leadership

Behavioral Styles



The ART of Leadership

➔ Now let's do it!

- ✓ You now have 8 tools to build your Leadership Skills
- ✓ All that is left is the hard / fun part:

DO IT!
DO **DO IT!**

