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encouragement  
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leaders.

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# THE ENCOURAGING LEADER

## Be Prepared

Boy Scouts! That is the first thing I think of when I hear the phrase "Be Prepared". In context of a scout, it means to always be prepared for anything. So what does it mean to the Athletic Director; the leader of others? What does it mean to the dad/husband; the leader of his family?

Adversity is part of life and we all must deal with it. As I have heard many people say, "We are either in a storm, coming out of a storm, or getting ready for a storm to hit". How true! In our personal and professional lives we must prepare ourselves for the eventuality of adversity. I love what John Maxwell says in relation to leading and managing, "people want to be led. If you wish to manage someone, manage yourself. Then you will be more prepared to lead others." WOW, manage ourselves. That sounds a whole a lot like Maxwell is telling us to "prepare" ourselves to lead others.

In October of 2008, our 10 year old son, Caleb, passed away very unexpectedly. This would be a

test of my leadership both personally (with my wife and children) and professionally. I had talked the talk, now it was time to walk the walk. The details of how and why are for another time, but what eventually came to mind was that this "storm" was somehow the challenge of my lifetime. We had raised our children in a Godly home, a Godly church, and to know and be obedient to God and His ways. The daily preparation of reading scripture, praying together, being active in our church and community were all part of why this "storm" in our lives did not knock us off our foundation. We know that scripture says "to be absent from the body is to be in the presence of God" so Caleb was right where he should be... with God and we rejoice in that fact. As we progressed through the grieving process, it seemed there was some relief that we had "survived" the most difficult event we could imagine.

However, let me be very clear, our "relief" was misplaced. I have since learned, through navigating another one of life's "storms", that on this earth there is no escaping "life". Life is hard and "storms" are

part of the journey. The manner in which you handle the storm is in direct relation to your preparation for the storm. Adversity is headed your way. The fight is about to begin. Are you ready? Are you prepared? Who can learn how to fight when the fight is already upon them? Does it make sense to prepare a game plan once the fighting has already begun or even over? Why prepare after the battle?

So, what is the take-a-way? Life is about choices and what you choose to do daily will have a major impact on the "results" of dealing with life's "storms". "BE PREPARED" has taken on a new meaning for me. Surround yourself with people who lift you up, read scripture daily; it is God's plan for our lives, pray to the One who can make a difference rather than complain to others who cannot, and prepare your heart and mind for the battle before it is at your doorstep.

**ANDY CARTER** is the Director of Athletics at Northwestern Oklahoma State University in Alva, Oklahoma. He can be reached at [avcarter@nwsu.edu](mailto:avcarter@nwsu.edu)

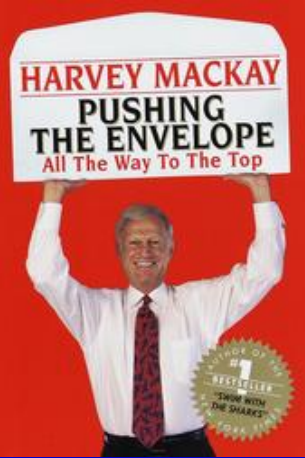
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## CLIFF NOTES



- What is a manager's single most important task? To hire people who know how to do a better job at what they do than what the manager could do, and then get out of the way so they can do it.

- Ideas without action is like being dressed up with no place to go.

- I'm constantly asked what I think is the secret of success. Well, it's a lot of things but at the top of my list are two beliefs: (a) you need to be a hungry fighter, and (b) a hungry fighter never

quits. I've learned over the years that success is largely hanging on after others have let go.

- Time is precious. You can't own it, but you can use it. You can't keep it, but you can spend it. Once you've lost it, you can never get it back.
- It's not the sale that makes a salesperson. It's what he or she does to ensure the next sale that makes that person a pro.
- Reserve zero tolerance for the biggies.
- "Fish Stink from the Head" —Your attitude and behavior affect every employee in the shop, top to bottom. Do you scream at your secretary? Do you duck out early? Even if your office is on the 50th floor, word will reach the guys in the boiler room quicker than you can get down the elevator and out the door.
- A person wrapped up in himself makes a pretty small package.

- Lou Holtz said it: "Everyone wants to win on Saturday afternoon when the game is played. It's what you do the other six days that decides the outcome."

- Values are meant to be costly. If it didn't cost much, we wouldn't appreciate the value. You don't get to be a marine just by enlisting. You have to pay your dues. You have to earn the right to be part of the team.

- "A desk is a dangerous place from which to view the world." (John Le Carre')

- You'll never stub your toe if you walk backwards, but you'll always be moving in the wrong direction. Better to take an occasional wrong turn. Vince Lombardi got it right when he said, "If you learn from a mistake, it really wasn't a mistake after all."

- Leadership does not mean getting people to do their job. It means getting people to do their best.

- Brevity is one key to clear communications. Keep it plan and simple, and get to the point. "The Gettysburg Address" contains only 268 words.

- Before filing something, remember: 80% of everything filed is never referred to again.

- When asked, "Does your advertising get results?" a jeweler said, "You bet! Last week we advertised for a night watchman and the next night we were robbed."

- While on the ladder of success, don't step back to admire your work.

- People always remember two things: who kicked you when you were down, and who helped you up.

*"Leaders think about empowerment, not control. The best definition of empowerment is you don't steal responsibility from people."*

**Warren Bennis**

## Take This Job...and Love it

By Keith Starcher, Indiana Wesleyan University professor

Social research may prove what we've heard all along: Money can't buy happiness. Nor, it turns out, can good looks or social status. What can make a difference, though, is a sense of being "called" to your work, no matter how lowly that work may seem. The book, *Authentic Happiness* (Free Press, 2002) by University of Pennsylvania psychologist Martin E.P. Seligman, examines what people mean by "happiness" and "fulfillment" and how these states of being can be attained.

Feelings of well-being have very little to do with wealth, beauty, status, even health, according to Seligman. Being good looking, for instance, "does not have much effect at all on happiness." Even physical health is "barely connected with happiness." Amid larger themes of love, family and positive emotion, he devotes part of his research to practical issues of work and wealth.

*(article continues on page 5)...*

## FEATURED LEADER: **Dr. David Dockery**

President; Union University

*Dr. David Dockery has been the president of Union University in Jackson, TN since 1995. During his tenure Union has increased its' overall enrollment from 2,200 students to 4,200 students. The annual budget has increased from \$20 million to nearly \$90 million. Union's athletics have earned the TranSouth Conference's "all-sports trophy" for 8 straight years. On February 5, 2008 an EF4 tornado hit the campus causing \$40 million worth of damage. Below you will get a taste of Dr. Dockery's philosophies as he leads Union University.*

**What is the best advice you've ever received?**

*From the Bible: Love the Lord your God with all your heart, soul, mind, and strength. . . Love your neighbor as yourself. I think the Great Commandment, as it is called, provides a great framework for prioritizing life and leadership*

**What phrase or quote do you tend to use the most often?**

*When taking about leadership, I often try to remind people of the need to read widely about all aspects of life, for I have found that leaders are readers and readers are leaders. Being informed about the issues and having models to draw from will help in almost every circumstance or situation. Another thing has to do with pacing and timing for implementation. I think most people tend to overestimate what can be done in a year or two, and vastly underestimate what can be done in five to seven years. The when question in that sense is as important, if not more so, than the what or how questions.*

**Describe some strategies that you've found to best balance your professional and personal life?**

*I continue to struggle to try to find balance in these areas. My wife and sons have been very helpful in this regard. I have a broad range of interests: reading, music, sports, history, and other things which help a great deal. Most leaders I know tend to be very focused individuals, so learning to listen to family members and friends can be very helpful. Developing a broad range of interests can also help provide balance, but I am probably not the best role model when talking about balance.*

**What has been your proudest professional accomplishment?**

*The thing for which I am most grateful is the way the Union community came together following the tornado that brought such massive devastation to our campus in 2008. The renewal that has come from that rubble is still an amazing thing to consider. We often thank God for how he helped us at that time.*

**Describe some creative or outside the box thinking in your job?**

*I believe that synergy of a group is greater than the energy of an individual. I think of the work of leadership in terms of teamwork. Leadership is less like being the best musician in the orchestra and is much more like being the conductor who helps each musician perform at his or her best. The work of a team helps to magnify the strengths of the various members, while helping to cover those areas of weakness that we all have. The various gifts and strengths of those around me are key to our shared work.*

**Which leaders have you modeled yourself after?**

*I do not know that I have modeled myself after any one person, but I have tried to learn from many. I admire people like John Wooden and C M Newton in the sports world. I have read many biographies of leaders who have been instrumental in all aspects of life and in various cultures through the years. I have learned a great deal about the strengths and weaknesses of these influential people. There are great leadership models and principles to be learned from reading the Bible, as well as other great books. I guess that brings me back to the idea that leaders tend to be readers...and readers, leaders.*

**What books have had a tangible and direct influence on your career and your success?**

*There have been several that have been helpful for me in learning to think about leadership, but I think Peter Drucker's work on *The Effective Executive* was quite instrumental for me at the time that I first read it (which was more than 20 years ago now).*

**What are the biggest challenges you face in your job?**

*In my role as president of Union, a place where I have served for nearly 16 years, I think the biggest challenge of the work is its relentless nature. I think the relentless aspects of leadership coupled with the ongoing responsibility that comes with the work are challenges that never go away. While the work is incredibly rewarding and satisfying on multiple levels, the relentlessness and responsibility of the work can weigh heavy upon a person at times, which I think are the challenges with which many moving into leadership struggle. The single biggest challenge was certainly the recovery and rebuilding following the tornado. Again, I would like to emphasize what a team effort that was by so many, many different people.*

**How do you make sure that you keep your employees motivated, as well as on your payroll and not leaving for "greener pastures"?**

*We are blessed with a great team of people at Union. Their strengths make up for my weaknesses, and that sense of complementarity and community are key to our work at Union. This week, we learned that Union was being recognized by the Chronicle of Higher Education as an Honor Roll member for their listing of Great Colleges to Work For. That survey underscored the high retention rate among both our faculty and staff. We have a great team of people who really love each other and serve one another, while serving our students and constituents. I think helping people see the big picture of what is involved with our work, while encouraging people to be focused on our shared mission and core values will go a long way toward advancing a common calling.*

## An Essential Characteristic of Leadership

I realize that I have brought some of this upon myself, but I am in an extremely odd place in regard to my father and my son. My dad is left handed, is extremely intelligent, and loves baseball. My oldest son is left handed, is extremely intelligent, and loves baseball. While I did not have anything to do with those similarities, I did have a choice in the name of my son, we call him Charlie which is short for Charles, my dad's name. I am sandwiched between two Charles Ellises who are left handed, are extremely intelligent, and who love baseball.

What fascinates me about their similarities even more is the fact that their first passion is history. Both are history buffs. My father can tell you every detail of World War II along with incredible stories about the soldiers that gave their lives for freedom. My son loves the revolutionary war. He'll talk about captains and generals that I have never heard of. In fact, the other day he wanted to play revolutionary war with me. He told me that he would be the American colonists and that I would be the Hessians. I asked, "Who are the Hessians?" In an almost mocking tone he began to explain to me that the Hessians were German mercenaries brought to the American colonies to fight along side the English army. I replied, "Oh!" While the oddity of having a father and a son who are so similar is apparent, a great benefit is the fact that I learn a lot from their passions.

My father introduced me several years ago to a historian and author named Stephen Ambrose. He has written many fascinating books on a variety of historical figures ranging from Lewis and Clark to Crazy Horse and General Custer. He is perhaps best known for his books on World War II. His book, entitled, *Band of Brothers*, traces the 101<sup>st</sup> Airborne, our nation's first paratroop regiment, from their landing in Normandy in order to make preparations for D-Day, to their march into Germany capturing and securing Hitler's Eagles Nest.

The book is filled with characters and stories so unbelievable it is difficult to imagine that they are true, and yet they are. The individual who intrigues me most began the war as a lieutenant, rose to the rank of major, and led the 101<sup>st</sup> throughout the course of the entire war, Dick Winters. What fascinates me most about Winters was his desire to make certain that those under his command were cared for and safe. In the midst of war, Winters continually placed himself in harms way before he would ask one of his soldiers to do the same.

Ambrose records a particular battle where the 101<sup>st</sup> is asked to aid an armored division in securing a bridge in the town of Remagen, Holland. The planes carrying the 101<sup>st</sup> dropped the company a good distance from the town, therefore placing the 101<sup>st</sup> in a spot where they would need to fight their way to their goal. Early on in their journey they approach an embankment where they are certain that a German regiment is positioned on the opposite side. As Captain Winters surveys the situation he discovers that he and his men are in an extremely vulnerable spot. Without time for a full reconnaissance mission he decides they must take the hill, they have no choice.

Captain Winters devises a plan where he splits the thirty men with him into three groups of ten. One group will charge the left flank, the other the right, as he and his group head straight up the center of the hill. The signal to begin the assault was a smoke bomb thrown into the side of the hill. When the smoke was visible all were to charge. As soon as Winters throws the grenade, well before it begins to discharge the red smoke signaling the charge, he bursts from his cover and charges the hill alone. His men wait until the smoke is visible, then they follow the charge and join in the battle. Instead of finding a single company of Germans they encounter and defeat two SS companies, Germany's most fierce and well trained soldiers. The battle is a huge

success and they continue on their journey to secure the bridge.

One of the reasons we have so many books and seminars on leadership today is because our society has reversed the priorities of leadership. As cultural relativism is played out we find that people are very willing to indulge their individual freedoms, but rarely feel responsible to anyone or anything other than themselves.

Leadership has turned into the art of getting what you want, of pursuing individual purpose or gain with little or no regard for others. The pursuit of purpose, without explicit consideration of others is not leadership it is nothing more than selfishness. While we have been given individual freedom, we are also called to be responsible with that freedom. A true leader pursues goals that benefit others, often at the cost of their own individual freedoms.

As a Captain, Dick Winters could have ordered his men up the hill as he stayed behind. Instead, understanding his responsibility to care for the safety and well being of his men, he chose to risk his own well being in order to guard his men. Not many of us are willing to make that sort of sacrifice. But this is exactly what Jesus calls us to do as Christian leaders.

Paul encourages us to follow Christ's example stating in Philippians 2:5-6, "Your attitude should be the very same as that of Christ Jesus: Who, being in very nature God, did not consider equality with God something to be grasped, but made himself nothing, taking the very nature of a servant." Don't confuse leadership with selfishness as the world so easily does. Instead keep Jesus as your example, God becoming a servant, sacrificing his own freedom, in order ensure yours.

**DR. BRENT ELLIS** is the Vice President for University Advancement at Spring Arbor University. He can be contacted at [brent.ellis@arbor.edu](mailto:brent.ellis@arbor.edu).



## CHAMPS/Life Skills

Ideas to enhance your community, as well as the student-athlete's experiences

*"A good coach improves your game. A great coach improves your life."*

### FRESHMAN YEAR:

- Study Habits Workshop
- Campus & Community Resources

### SOPHOMORE YEAR:

- Majors Introduction & Degree Progress Evaluation
- Campus Organization Introduction

### JUNIOR YEAR:

- Community Organizations Introduction
- Servant Leadership Workshop

### SENIOR YEAR:

- Resume Workshop
- Career Center Appointment
- Financial Seminar

### ANNUALLY:

- Basic Car Survival (changing a flat tire, jumping a dead battery, checking the oil, checking air in tires)
- Nutrition
- Self Defense & Personal Safety
- Community Service Projects (let players choose some)
- Write letters home
- Help find church home (if desired)
- Keep "recruiting them"
- Teach how to "think on your feet"
- Coach should keep in touch with past players.
- Teach them how to problem solve without getting angry.
- Emphasize that they must own their academic progress

### STUDY HALL:

- Every coach takes a turn monitoring study hall (even the head coach—this shows that you have stuff to do as well)
- Various hours based upon gpa

### COMMUNITY RESOURCES:

- Big Brothers & Sisters
- Boys & Girls Club
- Junior League
- Kiwanis Club
- Habitat for Humanity
- Fellowship of Christian Athletes
- United Way
- Lions Club

**JONATHAN NORTON** is the Head Women's Basketball Coach at Columbus State University. He has previously coached at Berry College and Lander University. He can be contacted at [norton.jonathan@columbusstate.edu](mailto:norton.jonathan@columbusstate.edu).

*Take This Job...and Love it (Continued from page 2)...*

People who value money more than other goals are less satisfied with their income and with their lives as a whole. When it comes to work, Seligman claims happier people are more productive. A strong predictor of happiness is a sense of "calling." What's a calling? An executive or a physician who cares only for the money has a job, not a calling. Conversely, a garbage collector who sees the job as making the world a cleaner and healthier place to live has a calling.

Seligman says our economy is swiftly shifting from a money economy to one where satisfaction reigns. "The newly minted coin of this realm is life satisfaction." People are asking themselves, "Does my work have to be unsatisfying?" His answer: "Recrafting your job to deploy your strengths and virtues every day not only makes work more enjoyable, but transforms a routine job or a stalled career into a calling." Companies wanting to keep pace, he says, need to mesh employee strengths with their work, and make room for them to recraft their work within the bounds of corporate goals.

In addition research has shown that working just to buy more stuff leads to life dissatisfaction. That is, materialism is not the key to happiness. Materialistic people believe that the continued acquisition of possessions will lead to greater happiness and satisfaction in life and that lack of possessions will lead to dissatisfaction in life. Materialistic people also have inflated expectations of their standard of living whereas nonmaterialistic people have realistic expectations.

The above discussion on materialism reminds me of long-ago conversations I had with my two daughters each time they returned from a mission trip to the Dominican Republic. "Dad," each would say, "how can these people who have nothing appear to be happier than us when we have so much?" That's a great question. Allow me to close with these quotes: "You cry over spilled champagne! Your complaints are not over the lack of necessities, but the abundance of benefits. You bellyache over the frills, not the basics; over benefits not essentials. The source of your problem is your blessing" (Unknown). "So many people walk around with a meaningless life. They seem half-asleep, even when they're busy doing things they think are important. This is because they're chasing the wrong things. The way you get meaning into your life is to devote yourself to loving others, devote yourself to your community around you, and devote yourself to creating something that gives you purpose and meaning (Morrie Schwartz).

**DR. KEITH STARCHER** is a Business Professor at Indiana Wesleyan University in Marion, Indiana. He is also the President of Intentionally Excellent LLC ([www.intentionallyexcellent.com](http://www.intentionallyexcellent.com)), a firm serving small business owners by providing insights and ideas regarding marketing strategy and strategic planning. He can be contacted at [Keith.Starcher@indwes.edu](mailto:Keith.Starcher@indwes.edu).

August is normally when school starts back up. Where I live in Tennessee, high schools start up in early August. Where I grew up in Michigan, most begin after Labor Day. Colleges are getting ready to start later this month. Regardless, we are probably wondering where the summer went. It seems as if every year it flies by quicker and quicker. If you are an educator then August is bittersweet. Working with young people is very rewarding and it's our life but the start of the school year is just around the corner. Boy, did it sneak up on us once again. This month's "Maxwell Moment" hopefully helps you out as you get ready for school to begin again. It is a reminder of what our purpose is in education. Our purpose in working with young people. The excerpt I included is from [www.sourcesofinsight.com](http://www.sourcesofinsight.com). Hope you get a nugget or two out of this issue of THE ENCOURAGING LEADER.

*Jamy Bechler*

### MAXWELL MOMENT: Win with people

Growing people is the key to growing your success. Maxwell says, "The growth and development of people is the highest calling of leadership" and "true success comes only when every generation continues to develop the next generation." In 360 Degree Leader, Maxwell says, "Great leaders don't use people so they can win. They lead people so they can all lead together. If that is truly your motivation, you can become the kind of person that people want to follow – whether they are beside, above, or below you in the organizational hierarchy." Maxwell makes people development a priority. To avoid spreading himself too thin, he focuses 80 percent of his time developing only the top 20 percent of the people around him. Maxwell says, "your time is limited, and it makes more sense to help a few learn how to fly and reach their potential rather than show a big group only enough to whet their appetite."

## THE IMPORTANCE OF ATTITUDE

Recently, I was going through a great devotional book written by Charles Swindoll entitled DAY BY DAY and discovered an entry for August 17. Recently I have been thinking about some of life's challenges and how to handle things. Swindoll has a popular quotation in which he says "life is 10% what happens to you and 90% of how you handle what happens to you."

I think Andy Carter's front page article is great. Not everyone is going to experience a tragic sudden death like Andy and his family did. But maybe you'll be faced with an unexpected pregnancy, the loss of a job, a professional slump, financial setback or just something that doesn't go your way at work, the attitude you take may

determine the rest of your life. I have written out Swindoll's devotional because he is smarter and says things better than me.

*This may shock you, but I believe the single most significant decision I can make on a day-to-day basis is my choice of attitude. It is more important than my past, my education, my bankroll, my successes or failures, fame or pain, what other people think of me, or say about me, my circumstances, or my position. The attitude I choose keeps me going or cripples my progress. It alone fuels my fire or assaults my hope. When my attitudes are right, there's no barrier too high, no valley too deep, no dream too extreme, no challenge too great for me.*

*Yet we must admit that we spend more of our time concentrating and fretting over the things that can't be changed than we do giving attention to the one that we can change, our choice of atti-*

*tude. Stop and think about some of the things that suck up our attention and energy, all of them inescapable: the weather, the wind, people's action and criticisms, who won or lost the game, delays at airports or waiting rooms, x-ray results, gas and food costs.*

*Quit wasting energy fighting the inescapable and turn your energy to keeping the right attitude. Those things we can't do anything about shouldn't even come up in our minds; the alternative is ulcers, cancer, sourness, depression.*

*Let's choose each day and every day to keep an attitude of faith and joy and belief and compassion.*

*Take charge of your own mind!*

JAMY BECHLER is the head women's basketball coach at Martin Methodist College. His email is [JBechler@MartinMethodist.edu](mailto:JBechler@MartinMethodist.edu)

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Jamy Bechler, President  
1820 Kay Drive  
Pulaski, TN 38478  
903-918-5622  
[HoopsPlus@gmail.com](mailto:HoopsPlus@gmail.com)  
[www.HoopsPlus.org](http://www.HoopsPlus.org)



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