

Providing
insight and
encouragement
to educational
leaders.

THE ENCOURAGING LEADER

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*"Character cannot be developed in ease and quiet.
Only through experience of trial and suffering can the soul be strengthened,
vision cleared, ambition inspired,
and success achieved."*

(Helen Keller)

What's Important to You?

As an avid Michigan football fan, I appreciate the following story. An Ohio State student and U of M student were taking a graduate school entrance exam. Afterward, the proctor called both of them into an office and proceeded to tell them that they both missed only one question on the test, but that the Michigan student was receiving an "A" and the OSU student would fail. When prompted, the proctor replied that the UM student had answered "I don't know" for one of the questions. Ironically, that was the same question the OSU student missed. Except the OSU student answered "I don't know either". Lately, it hasn't pained me to see Ohio State football in the news for apparently violating NCAA rules. But, I can appreciate Jim Tressel's success as a coach. He seemed to be a class leader that did things the right way. Is

Jim Tressel a cheater? Is he a bad person? I don't know for sure. However, I can say that it appears his moral compass was off, at least for a moment. Unfortunately, Jim Tressel is but one



Basketball coach Bruce Pearl was fired by the University of Tennessee in March for recruiting violations

name among many that are flooding the headlines today. Heisman Trophy winner, Cam Newton...former UT basketball coach, Bruce Pearl...USC football and Reggie Bush...former UT football coach Lane Kiffin...to name a few. It is easy to say that we wouldn't cut corners or play in the gray area, but the win at all costs mentality or the quest for "success" leads people to do

strange things. Integrity is what each of us has that we can control. We may not be faced with the pressure of trying to win a national championship or keep our jobs amidst booster pressure. However, each of us will face choices each day that determines our character. How do you treat those that can't "help" you advance your career? How do you handle your organization's petty cash? Those and many other questions can determine your ethical standing. Five years from now...25 years...50 years...100 years...what will be more important, climbing the success ladder or changing lives for the better? Our choices define us. What kind of legacy or impact will you leave with those around you?

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Character Trait for the Month of May: ADVERSITY

Experiencing commencement ceremonies with our seniors this month and reflecting on their many successes over their past four years; I'm reminded of a very important fact that I sincerely believe...A person's true grit, character, and successes are based more on their abilities to manage the adversities in their

lives, more so than the experiences of their victories.

Our management of our adversities shapes who we are and how we treat others. I believe that overcoming adversities, obstacles, and hardships is a by-product of self-confidence, integrity, persistence, and self-respect

that comes from within a person. The presence of these foundation blocks truly identify who we are and what we become to be.

JEFF BAIN is the Athletic Director at Martin Methodist College. Each month at www.GoRedHawks.com, he highlights a different trait that is essential for a character driven life.

Winning the Off-Season

"Character is like a tree and reputation is like its shadow. The shadow is what we think of it; the tree is the real thing."

(Abraham Lincoln)

What does the final week of the year look like for you? As an intercollegiate athletic director my days are filled with preparation for awards banquets, final exams, advance planning, advising meetings, and attempting to grab one last coffee with outgoing seniors. With the summer months staring each of us in the eye, this is a great time to reflect on the good, the bad, and the ugly of another season in the books.

There are many things I love about working in the sport industry; one of them is the off-season. How many industries actually come to a complete stop, give you the opportunity to reflect and strategize on how to

do your job better? Can you imagine if every Starbucks in the country closed its doors for 3 months, giving them the opportunity to celebrate their strengths and improve their weaknesses? This is exactly the opportunity which presents itself each summer for coaches and athletic administrators.

Our staff will be spending a few days together this month to do this. We'll spend half the time evaluating the year, specifically looking at the student-athlete evaluations, then we'll spend the other half visioning about the upcoming year.

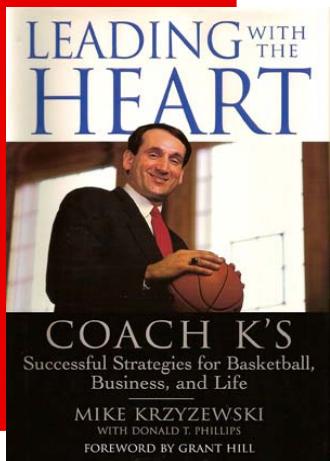
I often heard it said that championships are won in the offseason. Coaches

and administrators have to win their offseason too; they have to find the discipline to remain engaged as learners. We have an incredible opportunity to use sports, and its influences, to make a difference in the lives of the student-athletes we lead.

Coach K sums it up, "To stay successful, you have to stay hungry. Don't cheat yourself with complacency."

DUANE AAGAARD is the Director of Athletics at Southeastern University in Lakeland, Florida. Under his leadership, the athletics department launched the athletics leadership institute, a vehicle for leadership development. He can be reached at daagaard@seu.edu.

MAXWELL MOMENT: "Leadership is not about titles, positions or flowcharts. It is about one life influencing another." (www.JohnMaxwell.com)



CLIFF NOTES

(notes on recent reading material)

- A real winning attitude is about standards of excellence, which are variable from year to year and from team to team. Being the best you can be, and doing the best you can, are the constants.
- Ask your team leaders their opinions.
- If you're always striving to achieve success that is defined by someone else, you'll always be frustrated. Define your own success.
- Whatever a leader does now sets up what he does later. And there is always a later.
- Before you ever utter a word, the team sees your face, the look in your eyes, even your walk. Show the face your team needs to see.
- If something isn't working, try something new and different. Innovate. Never give up. Never.

Autobiography in Five Short Chapters (by Portia Nelson)

Chapter I

I walk down the street.
There is a deep hole in the sidewalk.
I fall in.
I am lost... I am hopeless.
It isn't my fault.
It takes forever to find a way out.

Chapter II

I walk down the same street.
There is a deep hole in the sidewalk.

I pretend I don't see it.

I fall in again.

I can't believe I am in this same place.
But it isn't my fault.

It still takes a long time to get out.

I know where I am.
It is my fault.
I get out immediately.

Chapter IV

I walk down the same street.
There is a deep hole in the sidewalk.
I walk around it.

Chapter V

I walk down another street.

A LEGACY WITHOUT AN *

The presence or absence of asterisks —what a divisive topic in the world of sports today. Think about it. In baseball, should that home run record be followed by an *? If a certain NFL team goes undefeated this year, should their season stats include an asterisk? The world of biking, track & field and, yes, even business seems to be plagued by those who just don't want to play by the rules.

Yet as some bend or break the rules to enhance their performance, their legacy potentially ends up being tainted with an asterisk (or worse). In the end, what do you have to leave behind, but your legacy? How will you and I be remembered by subordinates, superiors, colleagues and family members? And what should we be doing today that will result in a legacy untainted by an asterisk?

I've been thinking a lot about my father's legacy. Yes, my dad built some great things in his life; he was always good with his hands. But when I think of his legacy, all I can think about is the quality of the relationships he enjoyed. I don't think about his material possessions or his skills or any of that. I think about

his relationship with me and with others.

First, my father developed a quiet strength through his intimate relationship with Jesus Christ. He was not a Bible teacher, but he loved the Scriptures. I'm not sure how many Bibles he "wore out" in his lifetime. But I now remember that on every occasion when I visited dad, I would find his Bible right next to his favorite chair. He spent time in the Word and through that time alone he developed a close relationship with his Savior.

"How will you and I be remembered by subordinates, superiors, colleagues and family members"

He also developed many wonderful relationships within our family and among neighbors and friends. He was known for his smile and his willingness to help. Dad was certainly blessed with many loving and caring relationships. And I can see how his life positively impacted the lives of others. He finished well—not an asterisk to be seen.

And so as you enter into another week of work, would you consider the many relationships with which you have been entrusted? And then realize that your legacy will ultimately be shaped by the quality and sincerity of those relationships.

Robert Galford, in his book Your

Leadership Legacy, challenges each of us to consider that our legacy "...will be revealed in how our colleagues, employees, and others think and behave as a result of the time they spent working with you."

How will those at home and at work with whom you interact with on a daily basis be blessed and think and act differently because of the legacy that you are building this week? How many of them will finish well (no asterisks in sight) because of your influence on their lives?

Those are frightening questions. And I personally want to shrink back from that kind of responsibility. But then I remember, "It's not about me." It's about Him. He wants to use me to be a blessing to others and to bring glory to Him both at home, at church, and in the marketplace. One Person to please; one day at a time.

Your legacy and mine are being built day by day, week by week... Let's make sure that we're building that legacy on the right foundation.

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As a leader, much is expected of you. You are repeatedly pulled and stretched in many different directions. It is sometimes difficult to pin down exactly what a leader looks like. There is not a one-size-fits-all-leader-mold. However, there are certain qualities that most leaders should possess. John Maxwell sums up as well as anyone, those shared qualities that leaders should gravitate toward in his book **THE 21 INDISPENSIBLE QUALITIES OF A LEADER** (as a side note, if you don't own this book, you need to). True leaders are in a constant state of self-reflection and improvement. Nobody is perfect, however, the closer you can come to fulfilling each of these qualities, the more likely you are to have a lasting impact on those around you. You will also have a much better chance of achieving true success and attaining worthwhile goals by being a more well-rounded leader. I hope that you have enjoyed this edition of **THE ENCOURAGING LEADER**. I, nor the other contributing authors, do not claim to have all the answers when it comes to leading others. We just have a passion to positively affect those people and environments that we are associated with.



The 21 Indispensable Qualities of a Leader

By John Maxwell (www.JohnMaxwell1.com)

CHARACTER: Be a Piece of the Rock

CHARISMA: The First Impression Can Seal the Deal.

COMMITMENT: It Separates Doers from Dreamers.

COMMUNICATION: Without It You Travel Alone.

COMPETENCE: If You Build It, They Will Come.

COURAGE: One Person with Courage Is a Majority.

DISCERNMENT: Put an End to Unsolved Mysteries.

FOCUS: The Sharper It Is, the Sharper You Are.

GENEROSITY: Your Candle Loses Nothing When It Lights Another.

INITIATIVE: You Won't Leave Home Without It.

LISTENING: To Connect with Their Hearts, Use Your Ears.

PASSION: Take This Life and Love It.

POSITIVE ATTITUDE: If You Believe You Can, You Can.

PROBLEM SOLVING: You Can't Let Your Problems Be a Problem.

RELATIONSHIPS: If You Get Along, They'll Go Along.

RESPONSIBILITY: If You Won't Carry the Ball, You Can't Lead the Team.

SECURITY: Competence Never Compensates for Insecurity.

SELF-DISCIPLINE: The First Person You Lead Is You.

SERVANTHOOD: To Get Ahead, Put Others First.

TEACHABILITY: To Keep Leading, Keep Learning.

VISION: You Can Seize Only What You Can.

SECRETS OF A GREAT COACH

A few weeks ago I watched a PGA Tour event on TV while working on some projects. Just before the event coverage began I caught the end of **The Haney Project**. The show features a celebrity that wants to improve their golf game under the direction of professional golf coach, Hank Haney. Charles Barkley sought to conquer his quirky swing in the inaugural season. The show's second season featured Ray Romano. In the new season that began this week, Haney's latest pupil brings a very different set of challenges – Rush Limbaugh "knows" what all his problems are. Much of the airtime was filled with Rush explaining to Hank what he thought needed to be corrected. But what caught my attention was Haney's remarkable ability to relate to and instruct very different students. In all three instances, three fundamental principles were evidenced by Haney...

Listen. This might seem counterintuitive

– the coach listened to the student? A great coach listens before selecting a training method. Why? Because every student learns differently. There are significant differences between the three "projects". Charles' quirky swing and his progress (or lack thereof) throughout the series might lead one to conclude that he might consider a hobby other than golf; Romano's sense of humor did not overshadow his intent dedication to improve his swing; and at first glance Limbaugh appears to be a hopeless "know-it-all" yet Haney listened and observed attentively before diagnosing the needs of each.

Make it fun. If you want to passionately learn something, you might as well have fun doing it. I have a personal preference – If I don't think its fun, I'm not doing it. Since I give 100%+ to everything I do, it's got to be fun. It's obvious that Haney and the guys were having a blast – as a result they all made progress – even Charles!

Everybody needs one. As Romano watched the interactions of Haney and Barkley in season one, he realized that Haney was the golf coach for whom he had been searching for more than 20 years. Rush acknowledged in this week's episode, "Even I, the great 'El Rushbo' (whatever that means), need a coach." Haney has learned that if he is going to be effective, he must be able to coach individuals with diverse personalities, backgrounds, and challenges. In other words, everyone needs a coach!

Have you ever known a coach who was a great listener? How do you make your work fun? Who is your coach?

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"Management is doing things right;

Leadership is doing the right things."

(Peter Drucker)