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THE ENCOURAGING LEADER

Leadership “from the Breast of the Commander”

By **Andy Carter**

I have been so fortunate to have worked with and for many leaders who were willing invest in their people. One such leader is Dr. Mitchell Zais. Dr. Zais was the president at Newberry College during my 7 years at the College. Dr. Zais challenged me to be a better leader. His background; graduate of the United States Military Academy at West Point, his father was a decorated General Officer as was his brother, he, himself, a General Officer with vast leadership experience. Dr. Zais currently serves the State of South Carolina as its Superintendent of Education. He offered many opportunities for me to learn and, at times, I felt as if I was the recipient of a very high level of education in leadership as I worked by his side.

Of the very best and most beneficial bits of information he shared with me was insight to what I should expect from my head coaches. He recommended I share and discuss a certain message with my coaches on how to motivate and inspire athletes. He was correct in stating that the mark of a great coach and a great commander is that each is able to elicit from his charges more than they believed they were capable of accomplishing. He shared with me

Schofield's Definition of Discipline:

continued on page 6.....

Are You Prepared?

The Penn State University

scandal is a situation that we all must pay attention to and learn from. I will not be writing an Op-Ed piece, nor passing judgment in this brief column. Rather, I encourage all coaches, administrators, teachers...anyone that is reading this to take heed and examine how you would handle this kind of situation. More importantly, how would you handle other situations that may be once in a lifetime situations. Joe Paterno, Penn State's football coach and the all-time winningest coach in NCAA history was unprepared for a situation that arose under his leadership. Did he ever think something like this would happen? Should a coach have to deal the stuff he had to deal with. Is an error of omission worth losing your job over? No matter what your opinion, the facts remain that he was unprepared, Penn State was unprepared and because of this, many young children were sexually abused and psychologically scarred. It is also a fact that many peo-



ple's lives have been forever ruined because of this scandal. No matter where you lean or what your opinion is on this subject, you need to be prepared. Do you have fail safes or protocols in place that account for legal, as well as moral obligations? Are you willing to do what is right in various situations? Have you ever thought outside the box about different scenarios that could ever happen. The odds of a catastrophe, or a scandal or a criminal act taking place around you might be low, but are you prepared? What would you do if a player, student, co-worker was killed, raped, assaulted, falsely accused of something, etc... What do you do if there is a bus or van accident? A stalker on-campus? A crazy estranged parent? Learn from Penn State so that you are better prepared to do the right thing.

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Are You Prepared	1	Structure is for Boring People	3
Leadership from the “Brest of the Commander”	1-6	The Tebow Principle	3
Coach Them All	2	CEO Strategy	4
Ways to Show Gratitude	2	Maxwell Moment	5

CLIFF NOTES

BO'S LASTING LESSONS

THE LEGENDARY COACH TEACHES THE TIMELESS FUNDAMENTALS OF LEADERSHIP



BO SCHEMBECHLER
AND JOHN U. BACON

“Coach Them All”

Everyone thinks talent is fixed—that this guy’s got it and that guy doesn’t—but it’s just not true. Talent is elastic, and particularly so in team sports. A team of athletes that are well coached well disciplined and play hard together can beat a team with more talent, if that team lacks character, or proper attitudes or cohesiveness. You can beat a team like that—and it’s satisfying when you do! Everyone knows this. But how do you do it? I’ll tell you how: You coach them all—and let the cream rise to the top. Here’s the point: You’re not going to yell your way to the top of your profession. If your people are going to perform their absolute best, you need to give them the tools to do so.

If you’re mining gold, you better give your miners the best shovels and picks out there—or you won’t get much gold out of them. Why coach everybody? Because no one is so smart they can tell you which young prospects are going to develop, when they’re going to develop, or how far they’ll go.

Here’s another reason you should coach them all, instead of just the hotshots: because you recruit-

ed them! And if you picked them, you should help them. If he’s no good—well hell, whose fault is that? Yours! So you’d better do your best to make them better.

I’ve always thought you can get more out of every player, even the stars, if you coached them as a team. If you try to win championships, instead of individual awards, everyone will get better. This means everyone on your team must have a clear, specific role to play, and they have to see those roles as being vital to the success of the entire organization.

The most important things we gave every player, though, were time and attention. If one of our players wanted to see me, he got to see me, no questions asked. And whether or not they wanted to see me, I wanted to see them! That’s why we set up those meetings twice a year, so I could go over their grades, their goals, and let them know what they could do to contribute to the team’s success that season.

When they left that meeting, they had no confusion about where they stood on the team, what I expected of them, and why there were important to us.

“Management is about arranging and telling. Leadership is about nurturing and enhancing.”

Tom Peters

Ways to Show Gratitude

1. Tell someone face to face how much they mean to you.
2. Write a thank you note (via snail mail).
3. Send a post card.
4. Put a stickie note somewhere random that’ll make someone smile
5. Call someone you know that is in a tough spot and just listen for as long as they’d like.
6. Call, email or write your closest 5 people in your life and let them know the unique impact they have on your life.
7. Pay for the the guy’s Starbucks who’s behind you in line.
8. Get \$100 in 2-dollar bills from the bank and use them as your tip money
9. Get a doggy bag no matter how small your leftovers are. Give it to the first person you see who needs it.
10. Buy a dozen sandwiches and pass them out to homeless folks
11. Give an anonymous donation of whatever you can afford.
12. Buy a lottery ticket for a homeless person.
13. Take that coat or jacket you never wear and give it to someone on the street.
14. Open a door for someone.
15. When someone’s having car troubles, instead of speeding by frustrated, stop to help.
16. Leave a huge tip
17. Leave an inspirational book on the bus.
18. Put an “I love you” note on your child or spouse’s pillow to remind him or her how much you love them.
19. Place fresh cut flowers at the reception desk at your office to show appreciation for the help they give you.
20. Tell someone how much you value having him or her as part of your life.
21. Compliment a customer service worker who has been especially helpful.

STRUCTURE IS FOR BORING PEOPLE

For much of my life, structure annoyed me. Rules, regulations, and policies often seemed “inconvenient” and slowed progress. My guiding philosophy became, “Rules were made to be broken”. Some may refer to my perspective as visionary or creative. However, many in the “real world” might call it maverick, disrespectful, even rebellious. Whatever you call it, I have since learned to appreciate and place high value on structure (some might say that I appreciate it a little too much now).

Communication and structure are two critical components of teamwork. Each of the four organizations I worked with over the past 20 years experienced significant growth by addressing communication and structure. Some needed to give more attention to communication while others needed to address deficiencies in structure.



In a recent meeting with a group of leaders, I asked, How does appropriate structure facilitate effective teamwork? Their responses were insightful:

- 1. Structure provides proper motivation** by continually reminding the team that the goal is to accomplish the mission and vision of the organization.
- 2. Structure provides direction.** People want to follow someone who knows where they are going. Each leader should be continuously working on where the team is going next.

3. Structure defines responsibilities. When team members understand their functions and those of their peers, they can more effectively deliver what’s expected.

4. Structure allows a team to track progress. Every team should celebrate progress often.

5. Structure builds community. As team members understand more about the team, they are better prepared to work together to achieve extraordinary success.

6. Structure develops future leaders. A friend of mine said recently, Real success is achieved when your successor is successful.

In order to enjoy dynamic teamwork and experience growth, teams must continually evaluate communication and structure.

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THE TEBOW PARADOX

I read an article by Kent Woodyard in Relevant Magazine a few months ago entitled, “Why America Loves Jersey Shore”; the article examined the popularity of reality television shows and why their ratings continue to soar.

Woodyard stated, “The parade of poor decisions that is *Jersey Shore* doesn’t merely reflect the absence of virtue in American life; it pushes the boundaries of decency until it offends the few virtues that remain. And therein lies the root of its success. It succeeds not because it reminds us of ourselves, but because it reminds us we could always be worse. Americans don’t want to be told they’re

broken, sinful people in need of a Savior. We want to be told: “Hey, don’t beat yourself up. At least you’re not as bad as that guy.”

This “lowest common denominator” morality is a comforting thing; especially for the majority of Americans whose ethical systems are aiming for “good enough” as opposed to “be holy, for I am holy” (I Peter 1:16).

I have nicknamed Woodyard’s theory on the show’s popularity as the *Jersey Shore Paradox*, and it serves as the backdrop to introduce another theory, the *Tebow Paradox*. If *Jersey Shore* allows our culture to feel better about its morality, then Tim Tebowmania accomplishes the opposite. The past few months, our national media has tormented Tebow, just waiting for him to fail. They seem to be looking for any crack to bring him down as an athlete, and in

the process bring down all that he stands for, including his faith. Tebow’s story is inspiring as much as it is convicting. It reveals an individual who is standing up for his values in one of the most secular environments, an NFL locker-room. While Tebow is never one to miss an opportunity to ‘give all glory and honor to God’, I’ve never heard him throw judgement.

So the question remains, why is he so hated? Could it be that we would rather have *Jersey Shore* on repeat to remind us that we’re not that bad, vs. Tim Tebow succeeding and reminding us that maybe we’re not that good?

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CEO Strategy: Knowing What NOT To Do

Peter Drucker once challenged CEOs to not only think about what they should be doing, but also think about what they should not be doing.

As the leader of your organization, are you very clear about what you need to accomplish? Remember, the more you focus on your own role as CEO, the more your senior managers can focus on their roles.

Yes, you must be a visionary. Yes, you must be good at strategic thinking. Yes, you must be able to develop and build client relationships. But above all else, you must be able to FOCUS. According to Lawrence King, there are six functions you as CEO must focus on:

Strategist

Where is your company heading? What does the future hold? Where will your future profit margins come from? You are responsible for answering these and other long-term-impact questions. And to answer those questions well, you will need to continually focus your attention on what's going on both inside and outside your organization—and view what you see from a strategic point of view. This is a highly leveraged activity that takes time to perform with excellence.

Ambassador

Establishing and maintaining your credibility with your important customers and clients is something only you can do. You must get to know the customer and let the customer get to know you. Only then will they be able to increase their trust in you. Depending on the size of your company, this may take more time than you think.

Inventor

You must ensure that the strategic direction of your company aligns around your customers' pain. As you meet with your customers, find out what problems they are having or anticipate having over the next year

or so. Then focus on developing new products and services to relieve that pain. You must drive innovation within your company. Know for a fact that at a minimum, the CEO at one of your competitors is doing just that.

Coach

Ole Carlson states that the CEO must inspire, influence and transform the "human currency" in his/her business. Without excellent people walking the halls, your plans and strategies will not be implemented properly and your goals won't be achieved. Paint a picture of success beyond what people think is possible for themselves. Influence your people by role modeling, mentoring and spending one-on-one time with them. Instill a culture of learning throughout all levels of your organization. Another highly leveraged activity that takes time—and that you cannot delegate to someone else.

Investor

Treat your company as an investment. Know the market value of your business and strive to grow it. Lawrence King challenges CEOs to direct all decisions for the business toward improving its market value. Christians may chafe at this directive, especially if higher priority goals prevail (e.g. relationships with customers, employees, vendors, etc.).

Student

Continue to learn. Stay active in some form of professional involvement (here is one area where Intentionally Excellent could be of help to you).

So how does one **find the time** to focus on the above priorities? First, you must have a capable management team in place to make sure that all the daily operational details are being handled with excellence. Beyond that, the CEO must learn to delegate. When he/she fails to delegate, Ole Carlson states that the cause usually involves one or more of the following:

- The CEO may be best suited to do the task him/herself.
- The CEO enjoys doing the task or feels it is more expedient to do it personally.
- It is an avoidance strategy to keep from doing other tasks that must be done.
- The CEO is a control freak and must be involved in everything.
- The task has become habitual.

The CEO wants to delegate the task, but does not have a talented person on staff to delegate the task to.

The only way I know to get a handle on CEO time is to conduct a Time Log for a couple of weeks. You will then see what percentage of your time is actually being spent on "CEO stuff." Perhaps you'll need to develop an accountability partner who will challenge you each time he/she sees you doing non-strategic activities.

There are only 24 hours in a day. Your business is but one part of the life God has called you to. As CEO, focus on those things that only you can do.

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"To put the world in order, we must first put the nation in order; to put the nation in order, we must put the family in order; to put the family in order, we must cultivate our personal life; and to cultivate our personal life, we must first set our hearts right" - Confucius

MAXWELL MOMENT

When the Crowd Boos

President Harry S. Truman readily took responsibility for his decisions, and he was famous for saying, “The buck stops here.” Though his approval ratings were only 20-30% for much of his presidency, Truman didn’t waver. “I know the public is against me,” he’d say, “but they’ll come around.”

Truman entered the election year of 1948 as a vulnerable incumbent. Yet rather than shying away from thorny issues, he made two bold moves that generated fierce criticism: he backed the creation of the state of Israel and desegregated the military. Despite trailing in nearly every pre-election poll, Truman maintained hope and campaigned tirelessly around the country. On Election Day, newspapers were so certain of the outcome that they published headlines reporting Truman’s defeat. However, when the votes were actually counted, Truman emerged victorious. Historians consider his re-election the greatest upset in the history of the presidency.

The price of leadership is criticism. No one pays much attention to last place finishers, but when you’re in front, everything gets noticed. Since leaders live with criticism it is important to learn to handle it constructively. The following four-step process has helped me, so I wanted to pass it on to you.

1) KNOW YOURSELF

“Criticism is something you can avoid easily—by saying nothing, doing nothing and being nothing.”
~ Aristotle

Over the years, people have tried to help me know myself. They often begin with the phrase, “I’m going to tell you something for your own good.” I’ve discovered that when they tell me something for my own good they never seem to have anything good to tell me! Yet, I have also realized that what I need to hear most is what I want to hear least. From those conversations I have learned much about myself.

- I am impatient.
- I am unrealistic about time and process.
- I don’t like to give a lot of effort to people’s emotional issues.
- I overestimate the ability of others.
- I assume too much.
- I want to delegate too quickly.

2) CHANGE YOURSELF

Aldous Huxley said, “The truth that makes you free is for the most part, the truth we prefer not to hear.”

Here are the questions I ask to determine whether the criticism was constructive or destructive.

a) Who criticized me? Criticism from a wise person is more valuable than the flattery of a fool.

b) How was the criticism given? In my experience, the trustworthiest critics are those who give me the benefit of the doubt, attempting to see from my perspective before passing judgment.

c) Why was the criticism given? This question helps me discern whether the criticism was given out of personal hurt or with the intention to help me grow. Regardless of whether the criticism was legitimate or not, I have discovered that my attitude toward words I do not want to hear determines if I grow from criticism or groan beneath it.

Therefore, I have determined to:

- Not be defensive when criticized
- Look for the morsel of truth within every criticism
- Make the necessary changes
- Take the high road.

3) ACCEPT YOURSELF

“Real confidence comes from knowing and accepting yourself—your strengths and limitations—in contrast to depending on affirmation from others.”
~ Judith Bardwick

The opposite of courage isn’t fear; it’s conformity. The most exhausting and frustrating thing in life is to live trying to be someone else. If you worry about what people think of you, it’s because you have more confidence in their opinion than you have in your own.

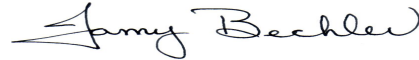
4) FORGET YOURSELF

“Blessed are those who can laugh at themselves. They shall never cease to be entertained.”
~ Chinese Proverb

While growing up, we spend a good deal of time worrying about what the world thinks of us. By the time we reach 60, we realize the world wasn’t paying much attention. Secure people forget themselves so they can focus on others. This allows them to be secure enough to take criticism and even to serve their critics.

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As this Thanksgiving season is upon us, what are you grateful for? This is not the only time that we should have an attitude of gratitude. However, it is a time that certainly refocuses and re-emphasizes a mentality of gratefulness. I know all of this sounds cliché, but there is always something to be grateful for. When we remember to be thankful or to treasure the many blessings in our lives, it takes a bit of the edge and stress off of our daily lives. As the author, Charles Swindoll, said many years ago, "10% of life is what happens to us but 90% of life is how we react to life. Our attitude is up to us." What kind of attitude will you have this Thanksgiving season? This even applies if Ohio State beats the all-time winningest football program, the University of Michigan on Thanksgiving weekend! Enjoy **THE ENCOURAGING LEADER**.



Leadership "from the Breast of the Commander" ...continued from page 1

"The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy them to make an army. It is possible to impart instructions and to give commands in such manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his interiors, cannot fail to inspire hatred against himself."

Major General John M. Schofield
August 11, 1879

The line between being a tough and demanding leader and an abusive bully is a thin one. The tough, but respected leader has found what that the tough, but hated has disregarded. But for those of us for whom leadership and motivation are central to our professions, that line must be clear and never overstepped. As Schofield notes, the difference springs from the "spirit in the breast" of the leader.

I have used this many times since I was introduced to it. It appropriately says what I have always believed to be true, but never really developed a manner by which to deliver it to my coaches.

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