

Providing insight and encouragement to educational leaders

OCTOBER 2011

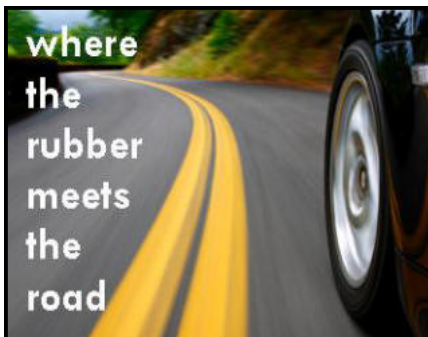
# THE ENCOURAGING LEADER

"Great Newsletter"... "Love what you are doing with the newsletter"... "All of your players must love playing for you"... "You want to speak at our {fill in the blank} on the topic of leadership?"

Uhhh...thanks, I think.

Wow! What a reminder that the things that a person says must be backed up.

Publishing a leadership newsletter has been a great experience. I have learned so much. However, I have been convicted on too many occasions that what I write or publish in THE ENCOURAGING LEADER needs to be real. It puts me in a position to demonstrate that leadership is more than just words on a paper or theory. I am not sure what my winning percentage is with walking the walk. I can say that being a leader is never easy. We have a responsibility to



those that we lead, to not only know what we are supposed to do, but also do it, as well.

I am not any better of a leader than the next guy. I am not an expert (like John Maxwell). I just happen to know how to use Microsoft Publisher and convince some actual leaders to contribute some thoughts. This has been a great tool, personally, in my quest to stay sharp...to be a person that tries to put theory into practice. Think

about the fun things that can actually happen when the proverbial rubber meets the road in our own lives and the lives of others!

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## Visionary Leadership

Exemplary leaders are visionary. They are able to envision the future, to gaze across the horizon of time and imagine the greater opportunities to come. According to leadership experts Kouzes & Posner senior organizational leaders should be spending between 20-50% of its time visioning for the future. Visionary leaders are people of paradox who see what is not there as they have the ability to look beyond the present. The athletic culture

is filled with bravado about winning championships; however it is difficult to believe this is the visionary leadership needed. John Wooden, legendary basketball coach at UCLA offers a great definition of success, "success is a peace of mind which is direct result of self-satisfaction in knowing you did your best to become the best you are capable of becoming". Sport leaders should peers through the visionary lens of creating cultures of excellence, not a championship season. Organizational culture is dependent on the internal leadership provided, while winning a championship is based on many external factors. Leaders across the ath-

letic community should not limit their visionary focus to winning but to instilling hope. Hope may seem like a simple expectation of leading yet many leaders fail to capture this truth. This is observed in organization where hope is absence, which leads to people losing confidence, disengaging, and often feeling helpless. Few industries experience failing as much athletic teams, therefore the ability to prescribe hope in the midst of adversity is a powerful competency for sport leaders.

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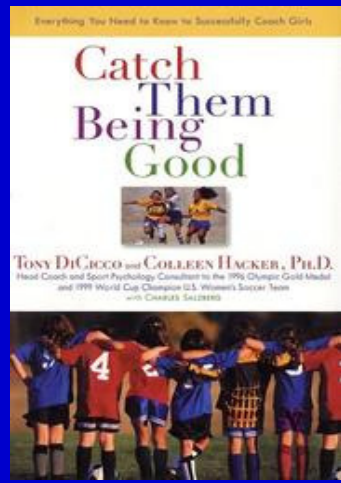
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*“Any fool can criticize, any fool can condemn, any fool can complain — and most fools do.”*

**Benjamin Franklin**

## CLIFF NOTES



- When you constantly find fault, you haven't constructively painted a picture of what to do, how to get it right. All you've done is create an atmosphere where people are living in a constant state of fear, apprehension and worry.

- One of the best techniques you can use when you're about to give negative feedback is this simple feedback guideline. Ask, "Can I give you some feedback?" If the player says, "No," then respect the response and her inability to handle feedback at

that time and don't give any. But if the player says, "Okay," then that's the signal that she can be open to what you have to say, so go right ahead. Sometimes you must address mistakes on the spot, and sometimes you don't have to because you know that your player is aware of what she did wrong. But if you must speak up, it's always best to take the player aside and talk to her privately. It's not a useful technique to be critical of a player in front of her teammates, and it's simply bad coaching to belittle or overly criticize a player in public or in private.

- It's the job of a coach to point out those mistakes, to help each player recognize the error and then, more important, provide the tools to correct it. It's also the job of the coach to make it clear that if a player makes a mistake, it's not the end of the world. It's equally vital to coach players when they've been successful. In fact, the most enlightened coaches spend more time congratulating successes than correcting mistakes.

- When Mia Hamm was asked by the press how she wanted herself and her teammates to be coached, she replied, "Coach us like men, treat us like women." It may seem as if Mia intended to emphasize that men and women are different, but I don't believe that's the case. Instead, what I think she meant was, "Don't think that we, as women, can't compete at the same level of intensity as men do. And don't think that we, as women, can't train at the highest level of fitness as men do. We can, and we want to. We don't want to be coached differently and we don't need to be coached differently. So coach us as you would coach the most elite men's team. And at the same time, treat us like women, which means don't be in our faces, don't be confrontational. Challenge us, but do it in a humanistic way."

- The objective in any team sport is to transform the group from a mere collection of talented individuals into a highly cohesive unit so that the whole is greater than the sum of its parts.

- Talent is not enough. It's an important component in a successful performance, but it's really only a starting point.

- You can practice a skill, a technique or a play fifty times until you do it perfectly, but if you do that, you've lost your team mentally, and for the rest of the day you're going to have to battle to keep their heads focused on training. When you do a particular exercise two or three times --- knowing it's not perfect but knowing that it's a layering process --- and then repeat it during subsequent practices, and it will eventually pay off. This is what imprinting is all about.

"It marks a big step in your development when you come to realize that other people can help you do a better job than you can do alone."

**Andrew Carnegie**

## 10 Points Business Leaders Can Learn From Steve Jobs

By **MARTIN LINDSTROM** ([www.MartinLindstrom.com](http://www.MartinLindstrom.com))

The entire article is worth reading at: <http://www.fastcompany.com/1786477/steve-jobs-learn-lessons-apple>

1. **What industry category do you operate within? Break out of it.** Had Apple defined itself as a computer company, it would wave goodbye to 2/3 of its current revenue. Is this where your company is heading today?
2. **"When you reach for the stars, you might not quite get one, but you won't come up with a handful of mud, either."** Will your next product release represent your iPad moment? If not, go back to the drawing board.
3. **Even if you predict the future just one minute before it happens, you're still in good time.** Being first isn't necessarily best--understanding timing is the essence of a breakthrough.
4. **"What do you want the stores to say to people when they walk in?"** If your storefront, product, service, website, store fit-out could talk to the customer, what would it say?

*continued on page 5...*

# PROFILE IN LEADERSHIP

## PAT SUMMITT (University of Tennessee Women's Basketball Coach)

Coach Summitt has won more games at the Division I level than any other coach in the history of basketball (men and women). In her 38 seasons as head coach of the LadyVols, she has won more than 84% of her games en route to 1071 career wins. This is even more astounding when you consider that 47% of her games during her career have been against ranked opponents. Below are excerpts that capture a partial snapshot Coach Summitt's leadership.

**(Kara Lawson, former UT and WNBA player)** "In Tennessee, she's like the president. She can get whatever she wants. But I'll always remember one time we had this individual workout in an auxiliary gymnasium. Just the two of us, the ones NCAA rules allow. There was a curtain up. On the other side, an awards ceremony was going on. In the middle of our workout, they came over and said, 'Can you all stop bouncing the ball?' This is Tennessee. This is Pat Summitt. I'm 19 and I'm thinking, 'You want it to stop? Go somewhere else!' Coach goes, 'No problem. We're done for the day. He's going, 'Coach, we're so sorry. You can keep playing.' And on and on. She goes, 'No, we're good.' Well, I'm mad. This is my 1-on-1 time with a great coach. I'm like, 'Why did you stop? You don't have to listen to them.' She looked at me and said, 'That's not how it works. You don't ever act like you're better than people or entitled to something. There is a time and place for everything.'" (excerpt from "Summitt's Influence on Former Players Goes Far Beyond Basketball Court"; Hartford Courant; August 25, 2011; Jeff Jacobs)

She describes two ways to break through a glass ceiling. *You can [...] try to shatter it with your high heels, or you can learn to cut glass. I choose to be a glasscutter.* (excerpt from "The Business of Sports"; www.BusinessTN.com; October 2005; Drew Ruble)

**(Pat Summitt)** "If you always put more into getting ready for a game -- or a business meeting -- than you'll need, then no game or meeting will ever overwhelm you. I want our team to not just be physically more prepared than their opponents... I want them to be mentally stronger, too. Those are life lessons." (excerpt from "Prepare More Than is Needed"; www.DonYaeger.com; January 20, 2009; Don Yaeger)

**(Pat Summitt)** "It is important to hear those you're leading. And it is just as important for them to understand that what sounds good isn't always as good as it sounds. I enjoy including my players, the captains of the teams particularly, in setting some direction. If they are involved in setting the goals, establishing the rules and regulations, they'll always be more cooperative. If they're more cooperative, there are fewer violations and discipline is required less often. This is one big cycle, and you have to see the whole of the cycle—and remain consistent throughout—to enjoy true success." (excerpt from "Winning Every Day"; www.DonYaeger.com; July 27, 2009; Don Yaeger)

**(John Wooden, Winner of 10 NCAA men's championships at UCLA)** "The national championships Pat has won don't really tell the whole story about her. Yes, she knows the game. But most of all she studies people. And much of the time that attribute is overlooked. True leaders understand people, they're able to analyze each one individually and then give each one the treatment they deserve." (excerpt from "Winning Every Day"; www.DonYaeger.com; July 27, 2009; Don Yaeger)

Her principle that *you can't push a piece of string but you can pull it...* she likes to ask her players at the beginning of each season what style of basketball they want to play. Predictably, they respond that they want to run and press. "Music to my ears," she says. However, once her team gets on the practice court and is soon panting from "running and pressing and running and pressing," she is quick to remind them of the choice they made. (excerpt from "The Business of Sports"; www.BusinessTN.com; October 2005; Drew Ruble)

**(Leadership expert John C. Maxwell)** "Pat Summitt's coaching career underlines the statement that everything rises and falls on leadership. Most people have leadership moments. Pat has given the University of Tennessee a lifetime of leadership." (excerpt from "The Business of Sports"; www.BusinessTN.com; October 2005; Drew Ruble)



**(Pat Summitt)** "There are a lot of parallels between basketball and corporate America. Both sides know you only win if you have a great team. Little is accomplished with only one talented player. And to build a great team people have to understand their roles and you have to understand the importance of eliminating confusion. When you get on a big team, that's when it's even more important that everyone knows their functions. And in working through that, understanding that everybody has to do what they do best, and bring that to the team -- just like we want our players to play to their strengths. In the corporate arena, you want the people who have specific jobs to do to be the right ones for those jobs and to do them to the best of their abilities. Communication is even more important, because in corporate America your team is so much bigger. We work on bringing the right attitude to practice -- or work -- every day and we teach our players how to motivate themselves and others. Everyone is craving motivation these days. Those who can deliver it will always have jobs." (excerpt from "Prepare More Than is Needed"; www.DonYaeger.com; January 20, 2009; Don Yaeger)

Similarly, like a CEO who grows a company by gaining the respect and support of the financial markets, Summitt's ability to win, and to instill confidence in her stakeholders--boosters and the U.T. administration alike--also spurred success. *Individual success is a myth. Your chief asset is the array of personalities you work with.* (excerpt from "The Business of Sports"; www.BusinessTN.com; October 2005; Drew Ruble)

**(Pat Summitt)** "I haven't hit a shot in any one of those wins you mentioned. I haven't taken a charge or made a steal. The things I'm credited with are the result of a great number of others coming together to achieve goals they set together. That's the beauty of this discussion. These fundamentals are the same today as they were in the mid-1970s." (excerpt from "Winning Every Day"; www.DonYaeger.com; July 27, 2009; Don Yaeger)

It's the embodiment of one of her strongest maxims on leadership. *Responsibility equals accountability equals ownership. And a sense of ownership is the most powerful weapon a team or organization can have.* (excerpt from "The Business of Sports"; www.BusinessTN.com; October 2005; Drew Ruble)

## Five Characteristics of Servant Leaders

(adapted from *The Servant Leader* by James Autry, 2002)

Robert K. Greenleaf introduced “servant-leadership” into our modern lexicon some thirty years ago. Greenleaf saw selflessness and goodness as underpinnings of the servant leader. He also saw the servant leader striving to create beneficial outcomes, not just for the overall mission of the organization, but also for the individuals within the organization. For example, is each person growing professionally, intellectually, emotionally?

But how do we build upon this raw concept of “one must serve first?” James Autry, in his book *The Servant Leader*, illustrates five characteristics of servant leaders. By examining these five characteristics, perhaps we can grow to appreciate the servant-leader worldview.

### Be Authentic

This is not as easy as one might first imagine. We live in a world where people are expected to act in certain ways. But the servant leader is a real person—nothing phony about him or her. Thus, one sees a servant leader as a person who “clarifies” versus one who “obfuscates.” He looks individuals straight in the eye and speaks unambiguously. Her moods are consistent; not one style for the good times and another for bad times. And this authenticity is built on a moral foundation (after all, there are, in fact, authentic rascals in the marketplace). Even rugged individualists hewn from our American culture love to follow those that are good and just and genuine.

### Be Present

This involves bringing all the servant leader’s values to bear on the work at hand. As a servant leader, you must strive to “be there totally” when others interact with you. In the midst of crisis, the servant leader reacts with

poise, an even temperament and a focus that tends to calm and encourage others. Autry suggests that the servant leader can cultivate this characteristic of “being present” by having regular times of silence built into his life. A period of simple quiet can bring life back into clarity after times of confusion. (As an aside, my oldest granddaughter was visiting us over the weekend and asked if she could join me one morning in my quiet time. Needless to say, her definition of quiet time was quite different from mine. Amidst our supposed silence, she chattered on and on about all the things that are important to 7-year old girls. Later in the day I reflected on the morning’s “quiet time” and wondered if I don’t do the same with my Heavenly Father. I read and think and pray, but seldom do I pause and do nothing but remain quiet before the LORD. I need to work on that—a lesson learned from my granddaughter.)

### Be Vulnerable

Being vulnerable is not a natural human characteristic. Our sinful pride leads the charge daily as each of us tends to cover our mistakes. But a servant leader does in fact admit mistakes. The words “I’m sorry” are not foreign to this type of leader. Being vulnerable also means that the servant leader must take the heat many times when the view he or she holds is not the view held by the majority. As a result, servant leaders may open themselves up to unjust ridicule from others. But this leader, knowing that she cannot control the response from others, continues to hold herself responsible for the way in which she responds. Bitterness holds no sway in the mind and heart of the servant leader. There’s just no room for it.

### Be Accepting

Here we must be specific. Servant leaders accept people, not necessarily their ideas, values or behaviors. This goes far beyond merely “approving,” according to Autry. Accepting creates a sense of welcome

where all within the servant leader’s influence feel relaxed and safe. The servant leader does not see subordinates, but equals. There is no “us and them” attitude. What forms is a “we” culture. In this atmosphere one can see collegiality evolve as each person realizes his importance and value. It is not as though the servant leader “descends” to those reporting to her. Instead, her work associates “ascend” as the servant leader raises everyone else up.

### Be Useful

If we as managers are to be useful, we must learn to serve. How strange this must sound to those who have been trained by our culture to strive to become “the boss” because others serve the boss. But to be truly useful requires a tremendous change of heart. The “boss” in fact is in a wonderful position to help colleagues in all aspects of their work. By being warm and open, by understanding each staff person, by making peace at the first sign of hostility between others, by humbly providing all that employees need to perform with excellence—the list goes on and on. By first being and then doing, a servant leader is useful.

### The Test

Am I a servant leader? Here is one test to answer that question. Do those I serve grow as persons? Do they, while being served, become healthier, wiser and more likely themselves to become servants? If so, then I need to thank Him Who created me for showing me the greatest thing that a leader can do—and that is, to love.

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# The 5 Levels of People

adapted from his book ***THIS AIN'T NO PRACTICE LIFE*** by Micheal Burt

The 5 Levels of People gives you a framework. If you have decided to open this gift to you then I think it is safe to make these basic assumptions: You are at a point in your life of either pain or potential. Either you are sick and tired of being sick and tired OR you see a greater future not yet manifested in your life and are ready to take action. You are in a mindset to get better and to perform a self-autopsy.

The 5 Levels of People is directly from my ever-popular book ***This Ain't No Practice Life***, where the reader systematically goes through seven decisions to play at a different level and to get from where you are to where you want to be. You can't make it through the seven decisions in your life until you realize what level of person you are in the 5-Leveled Person Hierarchy. It is time to get clear about what level you are operating from and to make the shift in your life to play at a different level. Make a gut-level decision to go and give your whole self to the causes in your life that you deem worthy by assessing the 5 Levels of People.

## Level 1 – REACTORS

### Key Characteristics

- Reactive to the World, NOT Proactive
- Wait for Something to Happen and Then React
- No Intentional Movement
- Are Never Ahead in Life
- On the Wrong Bus
- You Are Where You Are Based On What Other People Have Done To You

- Don't Take Responsibility For Your Lot in Life
- Just Try To Get Through Each Day and Through Each Task As Quickly As Possible

## Level 2 – STRUGGLERS

### Key Characteristics

- Frustrated and Intimidated
- Excuse Ridden
- "If I Didn't Have Bad Luck I Wouldn't Have Any Luck at All"
- Success is out there but just not for me
- Only for the lucky and the strong
- Practice emotional cancers
- Quick-Fix Focused
- See Situations as Obligations instead of Opportunities

## Level 3 – THINKERS

### Key Characteristics

- Someday People But NOT Today
- Spend Their Time Thinking and Not Acting
- Stay On the Sidelines and Don't Get in the Game
- Never Get to the "Third, Third of an Idea"
- Lots of Ideas but No Implementation
- Inspired but Not Motivated
- "All Thinkers Are Not Achievers but All Achievers Are Thinkers"
- Are Monkey-Minded Swinging From Idea to Idea

## Level 4 – FLOATERS

### Key Characteristics

- Get in the Game But Don't Stay in the Game
- Try Their Ideas But Don't Realize Ideas Take Time to Stick
- Don't Hang In Long Enough to See the Fruits of their Labor
- Try but Don't Sustain

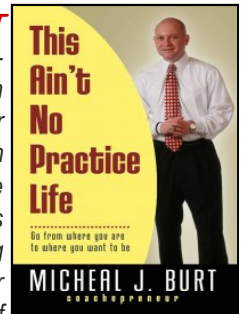
- Don't Handle Adversity Well
- "We Reap What We Sow, More than We Sow, For Longer than It Was Sown"

## Level 5 – DOERS AND ACHIEVERS

### Key Characteristics

- Turn obstacles into opportunities
- Use emotional fire power of opposition to build bigger dreams
- Have Unique abilities and Get Unique Ability People Around Them
- Close the Execution Gap between Thinking and Doing
- Understand that Success Can Be Inconvenient But Is Willing To Do What Others Aren't
- Life-Long, Constant Learners – Make Learning as a Way of Being
- Remove Ego from the Equation and Are Consummate Professionals
- Believe in Abundance vs. Scarcity

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## 10 Points Business Leaders Can Learn From Steve Jobs...continued from page 2

**5. Identify and attack your enemy in public.** Often behavior that's too self-consciously politically correct can lead to a watered-down focus and profile, both internally and externally. An enemy can define who you are, and who you're not.

**6. Don't read about your competitors to learn more--visit them.** When did you last pay a visit to a potential competitor?

**7. Don't take your success for granted--reset your watch every time.** Act entrepreneurial. Assume you have no equity--fight as hard for your product as you did the very first time you promoted it.

**8. Every company should learn from their own mistakes and success stories.** Have you systematically captured and transferred the good and bad experiences within your organization?

**9. Make your brand sticky.** You can buy an iPod shuffle...chances are you'll soon be buying anything and everything that starts with a small "i."

**10. Treat your brand as a religion.** Powerful vision, sensory appeal, storytelling, grandeur, symbols, mystery, rituals, enemies, a sense of belonging, and evangelism.



October is here. That means that start of basketball practice for all college teams in America. It is a great time to be a coach. You are teaching and seeing progress every day. All teams have hope. All teams have dreams. Every team believes this will be "The Year". This is a fresh start for players and coaches. Last year doesn't matter. It is a new breath of fresh air. You don't have to be a coach to appreciate hopes and dreams. A leader can affect change in any situation. My hope is that something in THE ENCOURAGING LEADER will speak to you and help inspire you to inspire those around you!

*Jamy Bechler*

## MAXWELL MOMENT

from John Maxwell's free leadership newsletter. Subscribe to it today at: [www.Injoy.com/Newsletters](http://www.Injoy.com/Newsletters)

*(John Maxwell speaking)* At 40, I realized that my success wasn't going to be determined by my gifts, my abilities or my opportunities. It was going to be determined by whether I could develop a great team. This realization was so life-changing that it birthed one of my 21 *Irrefutable Laws of Leadership*—the "Law of the Inner Circle"—which says those closest to you determine the level of your success. Ever since, developing my team has been my No. 1 priority. Even today—more than 16 years later—I devote more energy, more time and more resources to growing my inner circle than to anything else.

1. My team makes me better than I am. If the members of my team were here, they'd tell you the same thing.
2. My team multiplies my value to others. These people don't add to my worth when it comes to contributing to others; they multiply it greatly.
3. My team enables me to do what I do best. Because the members of my inner circle complement me and do things I don't do well, I am able to focus on the things that I can do well.
4. My team allows me to help others do their best. Having a team allows me to move people around until they're in what I call their "sweet spot" or "strength zone"—the place where talent meets passion, resulting in fulfillment and excellence.
5. My team gives me more time. Without this group of trusted colleagues, I'd have to do everything by myself—or at least keep a close eye on it all. With a great team, others can shoulder key responsibilities, freeing me to concentrate on my top priorities.
6. My team provides me with companionship. I'm happy to say that some of my best friends are my team players.
7. My team helps me fulfill the desires of my heart. Not only that, but they help me fulfill them in a way that often far exceeds my expectations.
8. My team compounds my vision and my effort. When you're surrounded by a great group of people, the well-known saying for T-E-A-M really proves true: Together Everyone Achieves More.

## JUST PLAIN RUDE!!!

I don't have to tell you that if you are going to effectively influence people - you must care for them and they must know you care. I generally struggle demonstrating my care for others. It's not that I don't care about people - in fact, I am a deeply compassionate person. I simply don't express my love well, if at all.

I recently observed four key characteristics of leaders that genuinely care for their teams - patience, kindness, loyalty, and vi-

sion. Patience and kindness don't come easy for me. Why? Again, it's not because I don't like people. I am intensely passionate. Consequently, I have difficulty with patience because I have not mastered an appropriate balance between patience and the urgency that my passion demands. Similarly, I struggle with kindness because kindness requires that I slow down long enough to think about those around me. But here's what I am learning - passion without patience is just plain rude! And who wants to go through life like that?!

Love is much more than emotion - pure passion won't cut it. As a matter of fact, each of the four characteristics found in effective leaders - patience, kindness, loyalty, and vision. - require discipline that goes well beyond emotion. You can't demonstrate love without significant discipline. So love without discipline is just plain rude!

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