

Providing  
insight and  
encouragement  
to educational  
leaders

WINTER  
2013

# THE ENCOURAGING LEADER



I admit it; I am an obsessed reader. I normally read 2 to 3 books at a time. There is the book that I read when I am on the stationary bike, there is my evening time book next to my bed and oftentimes a book for when I travel. My wife has a Kindle Fire, but I am old school and prefer paper books so that I can dog-ear the pages and highlight certain sections.

The books highlighted in this edition of THE ENCOURAGING LEADER are books that I'd recommend for anyone in any field that wants to be successful. Here is a list of books that have been highlighted in previous issues of THE ENCOURAGING LEADER. You can see previous issues at [www.U-Leadership.com](http://www.U-Leadership.com).

**It Beats Eatin' Lizards** – Steve Woodsmall (Winter, 2012)

**Quiet Strength** – Tony Dungy (Feb, 2012)

**Leadership Secrets of Colin Powell** – Oren Harari (Apr, 2012)

**Leadership is an Art** – Max Depree (Mar, 2012)

**The 4-Hour Workweek** – Timothy Ferriss (Jan, 2012)

**Bo's Lasting Lessons** – Bo Schembechler/John U. Bacon (Nov, 2011)

**It's Called Work for a Reason** – Larry Winget (Sept, 2011)

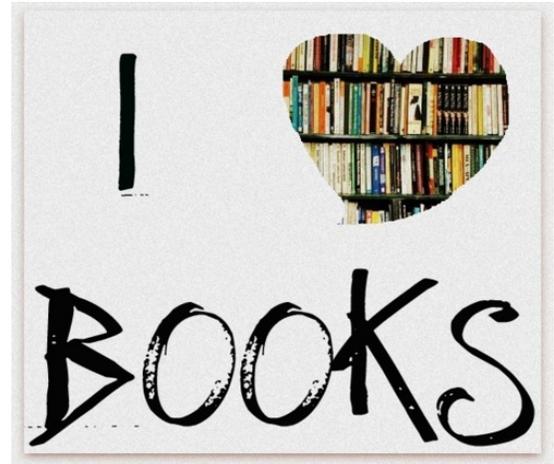
**Catch Them Being Good** - Tony CiCicco & Colleen Hacker (Oct, 2011)

**How to Win Friends & Influence People** – Dale Carnegie (July, 2011)

**Pushing the Envelope** – Harvey Mackay (Aug, 2011)

**Paradox of Power** – Pat Williams (June, 2011)

**Leading with the Heart** – Mike Krzyzewski (May, 2011)

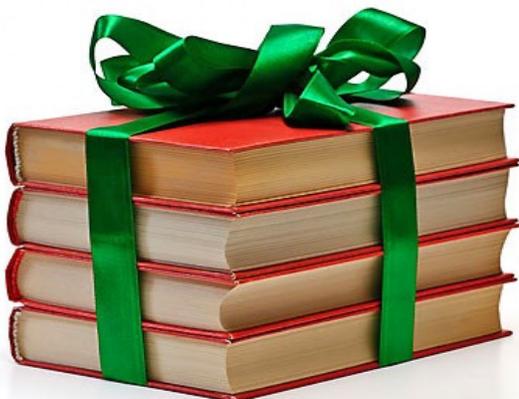


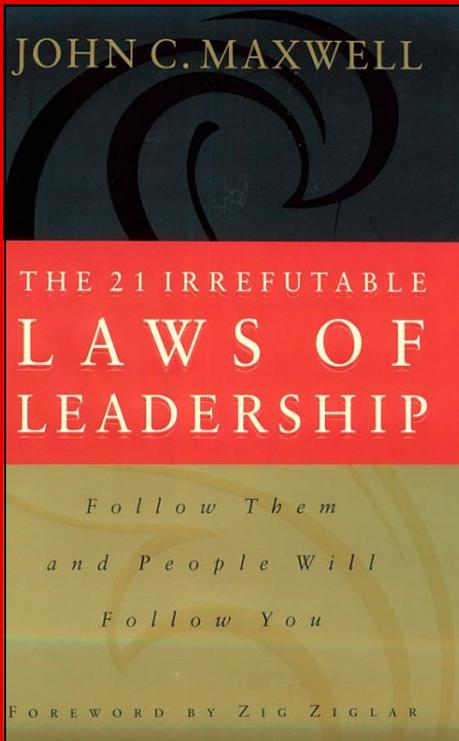
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**“Men give me credit for genius; but all the genius I have lies in this: When I have a subject on hand I study it profoundly.”** *(Alexander Hamilton)*

## INSIDE THIS ISSUE:

21 Irrefutable Laws of Leadership	2
True North	3
Good to Great	3
Dig Your Well Before You're Thirsty	4
Talent is Never Enough	5
The Five Dysfunctions of a Team	6





- The laws can be learned. Some are easier to understand and apply than others, but every one of them can be mastered.
- The laws can stand alone. Each law complements all the others, but you don't need one in order to learn another.
- The laws carry consequences. If you ignore them, you will be unable to lead well. If you implement them, people will follow you.

- These laws are the foundation of leadership. Once you learn the principles, you have to apply them to your life to achieve your full potential as a leader.
- Leadership develops daily; not in a day.
- Are you making things better for the people who follow you? Leaders who add value to others do so intentionally.
- Character communicates consistency. Everything around a good leader may be changing - even his own strategy - but his character must remain consistent.
- You can't move people to action unless you first move them with emotion. The stronger the connection you forge with

 @JohnMaxwellCo

**"A lot of people ask me if I were shipwrecked and could only have one book, what would it be? I always say, 'How to Build a Boat.'"**

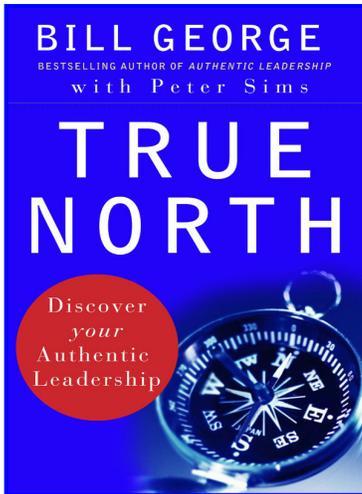
(Stephen Wright)

***"The time to repair the roof is when the sun is shining."*** (John F. Kennedy)

**twitter**   
@CoachBechler

**"Outside of a dog, a book is a man's best friend. Inside of a dog, it's too dark to read."**

(Groucho Marx)



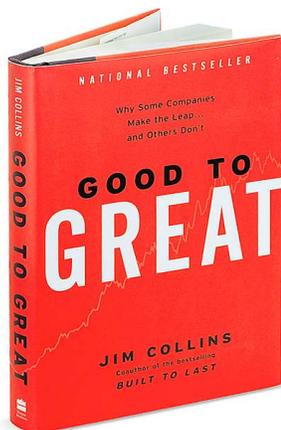
Bill George, former CEO of Medtronic and currently a professor at Harvard Business School, teamed up with co-author Peter Sims to interview 125 leaders of diverse cultures, genders, ages and businesses. The leaders were selected on the basis of their reputations for authenticity and success. All were asked, "How does one become and remain an authentic leader?" Based on those responses, the book tells the stories of those leaders and how to achieve authentic leadership.

- Your life story defines your leadership.
- Just as a compass points toward a magnetic field, your True North pulls you toward the purpose of your leadership. When you follow your internal compass, your leadership will be authentic, and people will naturally want to associate with you. Although others may guide or influence you, your truth is derived from your life story and only you can determine what it should be.
- In gaining a clear awareness of who you are, you must understand your values and the principles that guide your leadership.
- When you find a role that meshes your motivations with your capabilities, you will discover the sweet spot that maximizes your effectiveness as a leader.
- Leadership principles are values translated into action.

Principles enable leaders to prioritize their values and demonstrate which ones trump others. After defining your leadership principles, you need a clear understanding of your ethical boundaries.

- The advice to know yourself is thousands of years old. But knowing ourselves at the deepest level is not easy, as we are complex human beings with many aspects to our character.
- Without realizing it, we make hundreds of choices every day. Ultimately, our life stories become an expression of the choices we make. Defining what is important in a leader's life enables him or her to make conscious choices.
- To become authentic leaders, we must discard the myth that leadership means having legions of supporters following our direction as we ascend to the pinnacles of power. Only then can we realize that authentic leadership is about empowering others on their journeys.
- This transformation in thinking from "I" to "we" is the most important process leaders go through in becoming authentic.
- Only when leaders stop focusing on their personal ego needs are they able to develop other leaders. They recognize the unlimited potential of empowered leaders working together toward a shared purpose.

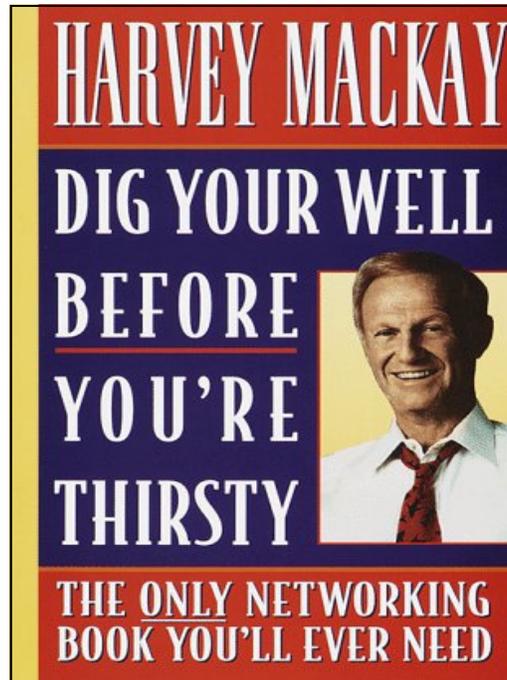
 @Bill\_George



- Get the right people on the bus, the wrong people off, and then figure out where to drive it.
- Must begin with "who" rather than "what" – Reason, if people are on the bus because of 'where' then what happens when the bus changes direction?
- The right people on the bus eliminate the need to motivate and manage.
- Get the wrong people off the bus – great vision without great people is irrelevant.
- Facts are better than dreams.
- When it came to making tough decisions the good-to-great companies infused the entire process with the brutal facts of reality. When you're honest about your situation the solutions are generally self-evident.
- The good to great companies are more like hedgehogs – simple, dowdy creatures that know "one big thing" and stick to it. Consistency.
- Turn information into information that can't be ignored.
- Start a 'Stop Doing' List – it is more important than a 'To Do' List.
- The real question is not, "Why Greatness?" but "What work makes you feel compelled to try to create greatness?" If you have to ask the question, "Why should we try to make it great? Isn't success enough?" then you're probably engaged in the wrong line of work.
- 4 Basic principles in creating the right culture:
  1. Lead with questions not answers
  2. Engage in dialog and debate, not coercion
  3. Conduct autopsies, without blame
  4. Build red flag mechanisms

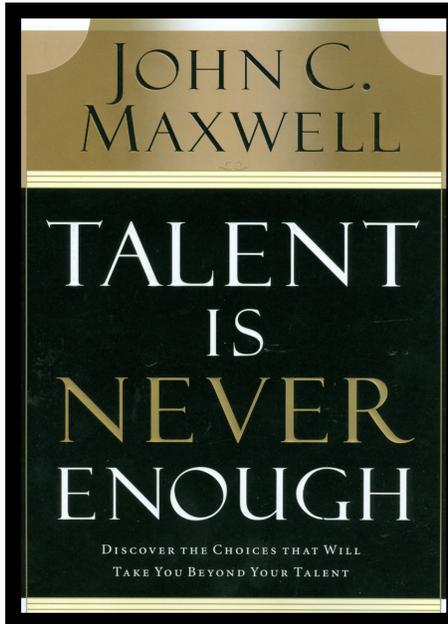
 @Level5Leaders

- Digging a well is no easy task. It takes careful planning and constant up keep. The same holds true with establishing your professional and personal network. Many people assume a solid network just happens or can only be built by extroverts. Your best network will develop from what you do best.
- People aren't strangers if you've already met them. The trick is to meet them before you need their help.
- Keeping a Rolodex is a lot like getting dressed in the morning. It doesn't matter so much how you do it, it just matters that you do it.

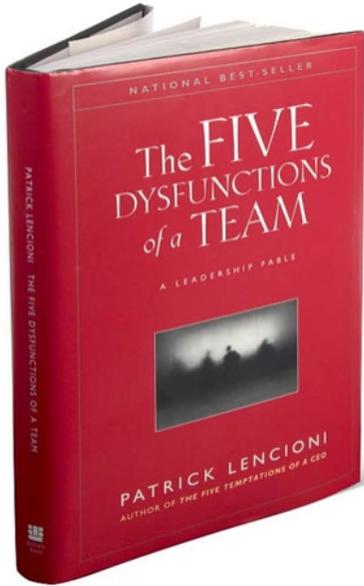


- When two people exchange dollar bills, each has only one dollar. When two people exchange networks, they each have two networks.
- One reason that people are afraid to network is that they don't want to hear the word, "No." But "no" is the second best answer there is. At least you know where you stand.
- What do you have to offer that makes you memorable? What connects you with the person you most want to be remembered by?
- Networking is not a numbers game. The idea is not to see how many people you can meet. The idea is to compile a list of people you can count on.
- Out of sight doesn't have to mean out of mind. People drop out of sight for reasons, usually the wrong reasons—job loss, illness, divorce. Don't let them get too far away.
- In a world where information, jobs, and even whole companies are transient, only your network is permanent. Safeguard it.
- Your network is the best, most emphatic and most credible reflection of your success and your talents.
- The old 80/20 Rule still holds true. Twenty percent of your network probably provides 80 percent of the value. What have you done for them lately?
- You're never too old to start networking. And you're never too young, either.
- I don't know what I'll be doing a year from now, but whatever it is undoubtedly will be based on the contacts I made today.
- In a world where information, jobs, and even whole companies are transient, only your network is permanent. Safeguard it.
- Your network is the best, most emphatic and most credible reflection of your success and your talents.
- Many times people are reluctant to devote energy to maintaining their network. Surprisingly, they overlook the fact that their day-to-day interaction with customers, colleagues, suppliers/vendors, and neighbors is the foundation of their network. They have already begun to dig their well.
- What's the worst mistake a manager can make? Make a bad hire. The individuals employed by an organization are its lifeline. Without qualified, competent, enthusiastic individuals, an organization cannot remain competitive.
- It's not the people you fire who make your life miserable...It's the people you don't fire who make your life miserable.
- If you can afford to buy your way out of a problem...you don't have a problem.
- You can take any amount of pain as long as you know it's going to end.
- No one ever kicks a dead dog.
- I don't care how many pails of milk I lose, as long as I don't lose the cow.
- The single biggest tool in any negotiation...is the ability to get up and walk away from the table without a deal!
- Rotten wood cannot be carved.
- If you can't win...make the person ahead of you break the record.
- If you want to keep someone in the gutter...you have to get down in the gutter and hold 'em.
- Cream doesn't rise to the top...it works its way up!

- Talent stands out. It gets you noticed. In the beginning, talent separates you from the rest of the pack. It gives you a head start on others. For that reason, natural talent is one of life's greatest gifts. But the advantage it gives lasts only a short time.
- William Jennings Bryan (early 20<sup>th</sup> century political leader and statesman) said, "Destiny is not a matter of chance, it is a matter of choice; it is not a thing to be waited for, it is a thing to be achieved."
- One item in Jim Tressel's "The Winner's Manual" was an article titled "Things That Do Not Require Talent." It emphasized that characteristics such as punctuality, effort, patience, and unselfishness were important to the OU football program. Not one of those things required any talent. Coach Tressel told me that he and his staff were trying to help their talented players realize that their talent alone was not enough.
- People who neglect to make the right choices to release and maximize their talent continually underperform. Their talent allows them to stand out, but their wrong choices make them sit down. Their friends, families, coaches, and bosses see their giftedness, but they wonder why they so often come up short of expectations. Their talent gives them opportunity, but their wrong choices shut the door. Talent is a given, but you must earn success.
- Sir Isaac Newton's third law of motion states that for every action, there is an equal and opposite reaction. However, in the human realm, many people don't make the connection. They simply hope for good results. Hope is not a strategy. If you want good results, you need to perform good actions.
- Having talent without focus is like being an octopus on roller skates. You can be sure that there will be plenty of movement, but you won't know in what direction it will be.



- You cannot be like Alice in Lewis Carroll's *Through the Looking Glass*, who asks for directions in this way during her encounter with the Cheshire Cat: "Would you tell me please, which way ought I go from here?" she asks. "That depends a good deal on where you want to get," the cat replies with a grin. "I don't care much where," she answers. "Then it doesn't matter which way you go," the cat responds.
- "The more you sweat in peace, the less you bleed in war" (General Douglas MacArthur)
- "The best way to improve the team is to improve yourself" (John Wooden)
- "If I had eight hours to chop down a tree, I'd spend six sharpening my ax." (Abe Lincoln). Lincoln had split rails with an ax as a young man, so he knew the value of a sharp ax. Perspective always prompted him to prepare—whether he was getting ready to cut wood, study law on his own to pass the bar, or lead the country.
- "What is the use of climbing the ladder of success only to find that it's leaning against the wrong building." (James Dobson)
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- "Contrary to popular opinion, life does not get better by chance, life gets better by change. And this change always takes place inside; it is the change of thought that creates the better life." (Attorney Kerry Randall)



- There are five common pitfalls that make up a team's dysfunction. These interrelate and build off one another and can either significantly hamper the success of a team or paradoxically be the foundation for crystallizing to achieve great results.
- The absence of trust stems from team members' unwillingness to be vulnerable within the group. Vulnerability here is not about a 'touchy-feely' quality but for a high performing team to operate team members must be able to be open about their successes and failures, their strengths and weaknesses in order to build a foundation for trust.
- Great teams do not hold back with one another. They are unafraid to air their dirty laundry. They admit their mistakes, their weaknesses, and their concerns without fear of reprisal.
- Politics is when people choose their words and actions based on how they want others to react rather than based on what they really think.
- Two things that get in the way of achieving results are self-interest and self-preservation. Team members who put their individual needs or the needs of their department above the collective goals make it difficult to achieve better overall results.

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- In the context of a team, commitment is a function of two things: clarity and buy-in. Great teams make clear and timely decisions and move forward with complete buy-in from every member of the team, even those who voted against the decision. They leave meetings confident that no one on the team is quietly harboring doubts about whether to support the actions agreed on. Buy-in is the achievement of honest emotional support. Clarity is the removal of assumptions and ambiguity from a situation.
- Trust is knowing that when a team member does push you, they're doing it because they care about the team.

 **@PatrickLencioni**



To read thoughts and insights on leadership and coaching, check out Coach Bechler's BLOG at [www.CoachBechler.Blogspot.com](http://www.CoachBechler.Blogspot.com)



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