

Providing insight and encouragement to educational leaders.

JULY 2011

THE ENCOURAGING LEADER

“My Pleasure”

Endless roads. Hour after hour we drive. A college women’s basketball team and myself. “Are we there yet?” “How much longer?” The questions are endless. Then the big one...The question to end all questions...The grand-daddy of them all...“Coach, where are we eating?” What am I gonna do? What do I say? All of my years of experience and training now must come into play. I try to remember what they like and don’t like. Where did we eat last time? Yikes. My head is spinning. Then I see it. The girls see it. The day has been saved. A billboard with cows. Chick-fil-A is at the next exit! Good food, a playground and service with a smile. More importantly, they love it as much as their coach.

First of all, I am not sponsored by Chick-fil-A. I am not like Bobby Knight when he coached at Texas Tech and wore a coaching vest with an O’Reilly’s Auto Parts logo on his chest...no logo for me. I just want to point out a busi-

ness that has chosen to do things the right way.

I have taken teams to hundreds of restaurant in my coaching career, so I fancy myself a bit of an eating expert. Chick-fil-A may not have a dollar menu but they are consistently the fastest at taking our orders and getting us our food while always doing it with a smile and making us feel special no matter how crowded the store might be.

In reading founder Truett Cathy’s books, I discovered his major business principles:

- Climb w/care & confidence
- Create a “Loyalty Effect”
- Never lose a customer
- Put principles & people ahead of profits
- Closed on Sundays

Demonstrating that his philosophies are not just limited to his business, Mr. Cathy, through his WinShape Foundation, operates foster homes, sponsors highly attended summer camps and



Closed on Sundays, Chick-fil-A still ranks as the nation’s 2nd largest quick-service chicken restaurant chain with over \$3 billion in sales.

provides college scholarships for restaurant employees.

Oh yeah, I almost forgot...now they have free cheerios to go along with a nifty disposable placemat that sticks to the table. Jaylen, my 18-month-old ball of energy, loves the idea of eating off the table. It might be their “pleasure” to refill my sweet tea, but I am the one truly pleased that someone out there puts people first. Do you do things right or just worry about the bottom line?

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The Courage to Address Problems

(Excerpt from Keith Starcher’s Weekly Insights Vol. 1, Issue 24 from the website www.intentionallyexcellent.com)

Not all conflict is bad. In fact, conflict may at times be good for an organization. Conflict gets our attention. Normal and healthy conflict can help a group clarify its goals. It can also be the catalyst for making necessary changes.

Remember also that sometimes what appears on the surface to be the source of conflict is not the true source at all; it is only a symptom of the real problem. The source is almost always below the surface.

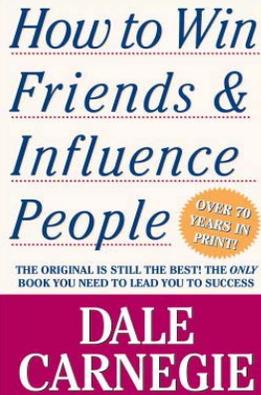
But let’s assume you are facing the “unhealthy” version of conflict among some of your team members. What should you do? Before you begin your involvement in this process, confirm that the individuals in conflict have attempted to work out the problem among themselves. Assuming that they have made an attempt and yet the conflict remains:

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CLIFF NOTES



- When talking about the confederates during the Civil War, Abraham Lincoln would say, “Don’t criticize them; they are just what we would be under similar circumstances.”

- John Dewey says that the deepest urge in human nature is “the desire to be important.”

- Dale Carnegie always said, “I go fishing up in Maine every summer. Personally, I am very fond of strawberries and cream; but I find that for some strange reason fish prefer worms. So when I go

fishing, I don’t think about what I want. I think about what they want. I don’t bait the hook with strawberries and cream. Rather, I dangle a worm or a grasshopper in front of the fish and say: ‘Wouldn’t you like to have that?’”

- Thousands of salesmen are pounding the pavements today, tired, discouraged, and underpaid. Why? Because they are always thinking only of what they want. They don’t realize that neither you nor I want to buy anything. If we did, we would go out and buy it. But both of us are eternally interested in solving our problems. And if a salesman can show us how his services or his merchandise will help us solve our problems, he won’t need to sell us. We’ll buy. And a customer likes to feel that he is buying—not being sold.

- Andrew Carnegie’s sister-in-law was worried sick over her two boys. They were at Yale, and they were so busy with their own affairs that they neglected to write home and paid no attention whatever to their mother’s frantic letters. Then Carnegie offered to wager a hundred dollars that he could get an answer by return mail, without even asking for it. Someone called his bet; so he wrote his nephews a chatty letter, mentioning casually in a postscript that he was sending each one a five-dollar bill. He neglected, however, to enclose the money. Back came replies by return mail thanking “Dear Uncle Andrew” for his kind note and –you can finish the sentence yourself.

- In talking with people, don’t begin by discussing the things on which you differ. Begin by emphasizing—and keep on emphasizing –the things on which you agree. Keep emphasizing—if possible—that you are both striving for the same end and your only difference is one of method and not of purpose.

- Don’t care about the credit—Care about the results.

- “If you want to gather honey, don’t kick over the bee hive.”

- If there is any one secret of success, it lies in the ability to get the other person’s point of view and see things from his angle as well as from your own.

“A great man shows his greatness by the way he treats little men.”

Thomas Carlyle

The Courage to Address Problems (Continued from page 1)...

- Get involved informally. Discuss the incident with each employee and listen for both sides of the story. If it’s a minor issue (e.g., poor communication) and both parties agree to be reconciled, merely place a simple note in each employee’s file documenting what happened.
- If the above does not work, begin the formal reconciliation process by conducting a careful investigation to get all the facts straight. When management takes action before investigating thoroughly, it devalues the workers involved and true justice is not served with love.
- Obtain written statements from witnesses.
- Present your observations to each individual orally. Allow time for discussion and clarification. If this discussion confirms your initial findings, present those findings in writing to the employee and explain how this incident falls short of minimum expectations.
- Ask each employee for a written response.
- Decide on a course of action (this may involve some form of training). The goal is reconciliation.
- Develop something similar to the above as a policy within your organization which you follow and enforce.

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FEATURED LEADER: Duane Aagaard

Director of Athletics; Southeastern University

What is the best advice you've ever received?

"You better marry that girl", & "You should check out Liberty's Sport Management program, I've heard good things"

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

"Leadership is discipleship"; "Everything rises & falls on leadership"

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

I attempt to be on-campus one night a week (however certain weeks this is unrealistic), to ensure that my family (the most important team I lead) is in proper balance. Additionally, I schedule monthly coffee days, where I work from Starbucks and utilize the time to change the pace of my normal day.

What has been your proudest professional accomplishment?

It would be two-fold, capturing the NCAA President's Cup in 2005, 2007, & 2008, and launching the Athletic Leadership Institute... Okay, one more Dee Gordon, our former shortstop was just called up to the LA Dodgers.

What books have had a tangible & direct influence on your career?

Pat Williams' Paradox of Power... Jim Collins' Good to Great... John Ortberg's Life You've Always Wanted... Shiril Hoffman's Good Game: Christianity and the Culture of Sports... Phillip Yancey's Jesus I Never Knew... Tim Elmore's Habitudes... Jim Parry et al. Sport & Spirituality... Coach K's Leading with the Heart.

What have been some of your successful "outside the box" thinking or ideas?

The Athletic Leadership Institute, the A.L.I. was developed to challenge the existing model of leadership/captain selection. Majority of our student-athletes were team captains of their high school team however when we asked them what were their expectations, or what training they received to be a leader, it was met with silence. We believed that leaders need to do more than flip a coin, or face their teammates during stretches. We challenged the coaching staffs to select leaders who were more aligned with the institutional mission than athletic prowess. Next we took more than 40 leaders among our 9 athletic programs to Sarasota Beach for a 3 day/2 night leadership retreat. Throughout the weekend we walked the students through Bruce Brown's Seven Ways to Lead Your Team booklet. Through intentionally training our leaders it's had a tremendous impact on our culture as the leaders have accepted the challenge to lead and disciple their teammates. Since launching A.L.I., our student-athletes have taken personal ownership of their athletic experience and initiated many ideas, better than anything we had to offer, in seeing our mission protected.

What are the biggest challenges you face in your job?

Hiring the right people is so critical to the health and success of an organization. In two particular programs we experienced high turnover of head coaches and it stunted the growth of the programs and department's influence in the lives of the student-athletes. Those were hard days, I felt I did all I could to bring the right person into our department, then they let us down. Our student-athletes experience was compromised, and it essentially was my fault... There is the challenge of the tension between grace and holding student-athletes accountable when they make decision contrary to our values... Budgets are always a challenge but we have to remember budgets do not affect our mission, nowhere does our mission say if we have 'such and such' then we will develop student athletes holistically; spiritually, and academically, and athletically, the is no if in our mission statement... Time is a challenge because there is never enough to get all the to-do lists completed.

How do you see the future of your profession?

The 'win at all cost' culture of professional sports and its foothold in intercollegiate athletics is very concerning.... Coaches losing their jobs based on wins and losses not institutional mission, don't get me wrong I'm all for dismissing a coach who doesn't value excellence, but I think one's winning percentage has so many factors that it becomes a shallow measurement of the value of a head coach... I would like to see the belief that coaches get into the profession to make a difference in the lives of student-athletes challenged more, it is blindly accepted and rarely measured... I think the opportunity to train transformational leaders within their generation through athletics is an incredible opportunity.

Which leaders have you've modeled yourself after?

Pat Williams- VP of the Orlando Magic, Dan Wood- Executive Director of the NCCAA, Bill Veeck-Former MLB Owner, Mickey Gurdy-Associate AD at Liberty University

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

Jim Collins says, 'the moment you have to manage someone you've made a hiring mistake', while that might seem a bit harsh, there's validity. When you have the right people on the bus, you don't have to motivate them, the goal becomes empowering their dreams. This speaks to how important the hiring process is to any organization, we attempt to follow Chick-fil-A's philosophy of being slow and thorough; additionally it's all hands on deck during the interview stages as we seek input from the entire athletic department, Student Life, and even student-athletes. Related to coaches being recruited to other universities, I might have a different philosophy than the industry norm. They are not "my" employees, I have been entrusted to lead a department, it can be arrogant to think God's leading on someone's life is confined to one particular campus. Ironically, this week I received a call from an AD who is pursuing one of our coaches, I encouraged this coach to pray about it and see if God's in it. I would never want to create a culture of fear, retaliation, or secrecy related to coaches investigating opportunities.

What Will They Say?

Some of the thoughts I am going to share with you come from Daniel Harkavy, author of *Becoming a Coaching Leader*, and Michael Gerber, author of *E-Myth Revisited*. In his book about why most organizations don't work, Michael Gerber wrote:

Imagine that you are about to attend one of the most important occasions of your life. It will be held in a room large enough to seat all of your friends, family, business associates—anyone and everyone who is important to you and to whom you are important. Do you have the picture?

The walls are draped with deep golden tapestries. The lighting is subdued, soft, and casting a warm glow on the faces of your expectant guests. The chairs are handsomely upholstered in a matching golden fabric. And the golden carpeting is deeply piled.

At the front of the room is a platform, and on the platform a large, beautifully decorated table with candles burning at either end. On the table, in the center, is the object of everyone's attention— a large, shining, ornate box. And in the box... is you! Can you see yourself lying in the box? There's not a dry eye in the room.

Among everyone that has showed up, are the people who matter most to you. Who are they? Take a few seconds and write down who they are – they may be individuals or groups of people. Here's who I wrote down: God, Sarah, Madison, Parents, Friends, Colleagues.

Now imagine, these people that matter most to you have five minutes to speak. What do they remember most about you? Appreciate most about you? What did your life mean to them? What impact did it have? What have they lost with your passing?

Last week I wrote out these outcomes for each person or group – how I want to be remembered by these people – what I would want them to say at my funeral. Now take a few minutes and write down how you want to be remembered by one of the groups/individuals – a paragraph for each is sufficient.

Now here's the good news – you aren't dead yet. You can still change these outcomes. You can take the steps now that are necessary to begin shaping the outcomes of your life – and these eulogies.

Here's the challenge – we spend little time thinking about these outcomes – how we really want our life to matter when we are gone. Instead, the projects and issues that you and I work on every day generally involve:

- Decision making & priority management (Processes, procedures, productivity, performance)
- Improving efficiency & execution
- Improving how we lead
- Increasing enrollment & revenue
- Being more successful with change

These efforts can actually be a big waste of time if we focus too early or too much on tactics. Too many companies, teams, leaders make this mistake. I know I have.

We struggle to figure out daily priorities and disciplines when we don't have great clarity on the Business Plan. And we cannot have clarity on how to align the team and resources around the plan until we know the Business Vision (or strategy). And we must first understand what drives us and what we see as our purpose and for our team in the future. So we cannot effectively build the institution together until we know how our career and the institution fit into our overall life.

These four components, Life Plan, Business Vision, Business Plan, and Priority Management form the core of a healthy, growing leader, team, and organization. Why? Because you cannot effectively prioritize your day until you can clearly see what items you believe are most important for your calendar. You cannot determine this until you identify the behaviors and disciplines that will allow you to best succeed, as outlined in your Business Plan. You cannot create an effective business plan until you articulate a clear vision for the future of your team and what you see it accomplishing. And you cannot discover and clarify your business vision until you know how your career and the institution fit into your overall life.

This is why it is so important to start with life planning.

Every member of your team should have a clear idea of what is most important to them in life and how they can achieve those things – this is where the life plan fits in.

Everyone on your team should have a

clear vision for his or her position within the organization – their Business Vision provides this crucial piece.

Everyone on your team should know the disciplines, improvements, and outcomes necessary to succeed – that's their business plan. It serves as their road map to success.

And everyone on your team can improve efficiency by putting together a plan for effective use of time – that's priority management.

Most people don't consider life planning until: 1) They've **hurt** enough, 2) They've **had** enough, and 3) They've **heard** enough. If you haven't already experienced these, don't wait until you do – get started today. Working on these Core 4 components will help you set the stage for extraordinary growth and success for you and for your team.

I've been working from a life plan for 6 or 7 years. There's no doubt that it has helped me make significant progress in a relatively short period of time. But I realized recently that my priorities are changing – the outcomes I desire are different today than they were 7 years ago. So last week I spent two days rewriting my life plan. I literally started over.

It's already making a difference in my personal life, my family, my vision, and my resolve. In the last week I've spent more uninterrupted time with Sarah and Madison this week than I can ever remember spending with them during a normal work week. I've spent more time this week than ever before maintaining my health. I've felt more rested than I have in a long time. I am approaching my work with clearer vision and experiencing greater effectiveness and efficiency.

To help you get started, I am including a link to the free eBook, [Creating Your Personal Life Plan](#), by Michael Hyatt, Chairman of Thomas Nelson. The short book will walk you step-by-step through creating a life plan. I am encouraging you to review it and get started developing your life plan. It can literally change every aspect of your life.

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6 Questions for Leaders

Can you INFLUENCE your people? What is the goal of leadership? The goal is to influence. Can you influence the student athletes at our university to be committed to common team goals?

Can you provide VISION to your people? "Where are we going? What is our purpose?"

Are you CREDIBLE to your people? "Do your people trust you? Can I trust him? Can I trust my

leader?"

Can you really COACH? A coach motivates, inspires, teaches, trains, develops, disciplines when necessary, and builds up the individual team members. A coach helps each player know their role on the team and helps them be their very best at that role.

Are you IMPROVING? "Success is constantly improving to be your best where you are and with what you

have." Life and success are about improvements

Are you still DREAMING? "All our dreams can come true-if we have the courage to pursue them." Can you take dreams and transfer them into goals for yourself and your team?

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Surrender....really?

Surrender....really? The word makes most of us cringe. The idea of even retreating moves most of us type "A" leaders to "bow our necks". However, I have learned through a recent experience that surrender is a valued tactic for the Christian leader when dealing with life's circumstances.

Most who know me know I am not the guy who surrenders, especially under duress. I am a fighter and will work to find a way to not have to surrender. Although I am not proud to admit I can always control my "fight harder" mentality, I believe there are times when this attitude is counter to what God wants from us.

Recently I was confronted with a reality I never expected to happen to me. I found myself unemployed. This was a real blow to my ego and within the first 48 hours of hearing the news that I was being let go, I began to worry about my future and the future of my family. "If it is going to be, it is up to me" was my first of several faulty assumptions. This concept is so prevalent in our society today and I fell head-long into its grasp. So I began

to strategize as if I could somehow orchestrate myself around this obstacle. I began to quickly feel the burden of the leadership and responsibility I had for my family's care. As the stress of assuming "control" of this situation began to mount toward the end of day #2 and the reality that I may not be able to overcome this situation, I crashed. It was not a pretty sight. Fear had gripped me as I realized my inability to manage or control the situation I was in and that fear was powerful.

As I sat in disbelief, soaking in the reality that I could not "save" myself, God spoke and said "surrender". I was not exactly sure at that moment what it was I needed to "surrender", but He had my attention and my wife and I began to pray. It was a very humbling moment as I "gave up" trying to handle this by myself. Sleep came a little easier that night.

The next day, a mentor of mine, Tim Hofferth, called to see how I was doing. As I explained how my previous day's meltdown transpired, he reiterated what God had told me. Tim put it this way, "Do all of the work that you can do. Be diligent, active, and aggressive. Then, at the end of each

day, surrender the outcome". This resonated with me immediately and it became so clear that I needed to surrender the outcome to God. At once, I felt the burden of my circumstances lift. God had spoken through prayer and through a faithful friend that this process was only going work if I did my part and allowed God to do His part as I surrendered the outcome to Him.

The peace that surrendering brought about was immediate and permanent. From that day forward until the day I accepted my current position, about 4 ½ months, I woke up daily with focus and purpose. I worked 8-10 hours each day on the job of finding a new position and as each work day came to a close, I would surrender the outcome of my labor to God. This is now a daily exercise for me as I deal with all of life circumstances. Do all I can do and then surrender the outcome!

Surrender...absolutely!

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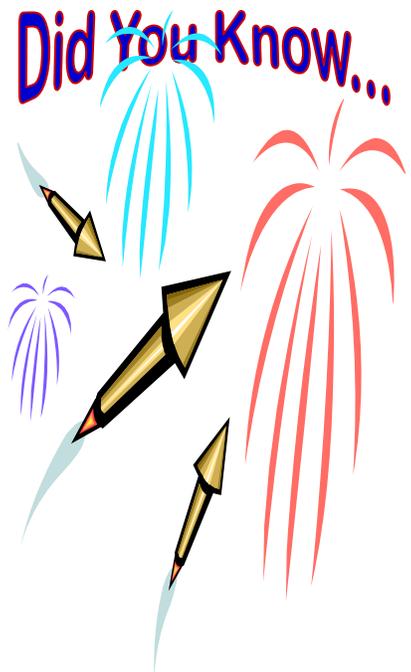
It seems as if every time that I read one of John Maxwell's books for the first time or re-read one of his books, he is speaking right to me and I get something out of it that is relevant to what is going on with my life or with those around me. This month I included some bullet points from his book 21 Irrefutable Laws of Leadership. They actually go right along with the "Cliff Notes" section of this month's newsletter of HOW TO WIN FRIENDS AND INFLUENCE PEOPLE, as well as complementing the lead article praising Chick-Fil-A and their way of dealing with people. If you want to visit John Maxwell's website, it is www.johnmaxwell.com. Hope you get one or two tidbits out of this month's newsletter. Additionally, we have a new section debuting this month with "Featured Leader". It will be a Q&A with a leader that is doing some impressive things that should be recognized. Enjoy THE ENCOURAGING LEADER.

Jamy Bechler

MAXWELL MOMENT: How do you connect with people?

- 1) **Connect with Yourself** – If you don't believe in who you are and where you want to lead, work on that before doing anything else.
- 2) **Communicate with Openness and Sincerity** – People can smell a phony a mile away. Authentic leaders connect.
- 3) **Know Your Audience** – When you work with individuals, knowing your audience means learning people's names, finding out their histories, asking about their dreams. When you communicate to an audience, you learn about the organization and its goals. You want to speak about what they care about.
- 4) **Live Your Message** – Practice what you preach. That's where credibility comes from.
- 5) **Go to Where They Are** – Remove as many barriers to communication as possible. Try to be attuned to their culture, background, education, and so on. Adapt to others; don't expect them to adapt to me.
- 6) **Focus on Them, Not Yourself** – Focus on others, not yourself. That is the number one problem of inexperienced speakers and ineffective leaders.
- 7) **Believe in Them** – It's one thing to communicate to people because you believe you have something of value to say. It's another to communicate with people because you believe they have value. People's opinions of us have less to do with what they see in us than with what we can help them see in themselves.
- 8) **Give Them Hope** – French general Napoleon Bonaparte said, "Leaders are dealers in hope." When you give people hope, you give them a future.

- ☆ On July 4, 1776, the Congress formally adopted the Declaration of Independence. However, the vote for actual independence took place on July 2nd, from then on the 4th became the day that was celebrated as the birth of American independence.
- ☆ In July of 1776, an estimated 2.5 million people lived in the newly independent nation. Today, nearly 312 million people live in the U.S.
- ☆ Both John Adams and Thomas Jefferson (the only U.S. Presidents to sign the Declaration of Independence) died on July 4, 1826, which was the 50th anniversary of the Declaration. James Monroe, the Fifth President of the United States, also died on the 4th of July (1831). Additionally, Calvin Coolidge, the 30th U.S. President, was born on July 4, 1872.
- ☆ In 1870, the U.S. Congress made July 4th a federal holiday; in 1941, the provision was expanded to grant a paid holiday to all federal employees.
- ☆ Eight U.S. Presidents were born British subjects: George Washington, John Adams, Thomas Jefferson, James Madison, James Monroe, John Quincy Adams, Andrew Jackson, and William Henry Harrison.



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