

Providing insight and encouragement to educational leaders.

# THE ENCOURAGING LEADER

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"A life isn't significant except for its impact on other lives."

Jackie Robinson

In his book WINNING EVERY DAY, the former Notre Dame football coach, Lou Holtz, tells the story of the Trappist monk who was allowed to say only two words every three years. After the first three years, he met with the his order's Brother Superior and said, "Bad bed!" 3 years later, he came back to say, "Bad food!" After 3 more years of silence, the monk said, "No TV!" Another 3 years passed. This time, when the monk met with Brother Superior, he handed him his robes and sandals and announced, "I quit!" Brother Superior said, "Well don't expect me to try to dissuade you. You've done nothing but complain since you got here!"

Complaints, excuses, envy, ambition...we've all been there. Unless you are in a perfect place (which would make you an Angel), the grass may appear to be greener on the other side of the fence. The truth is that every job, every person, every situation has some flaws. Until you own your circumstances, you will never truly maximize the potential of your situation.

Coach Holtz repeatedly has commented, "Make the big-time where you are at." Your job isn't as good as another? Your department doesn't have what another has? Your budget is too low? Maybe you should start watering the grass on your side of the fence a little

bit more.

Success and happiness are not always about resources but rather being resourceful. Andy Carter, my athletic director when I was at Newberry College, used to say "If it was easy we wouldn't need you." If you complain too much or make too many excuses, then you are indirectly saying that you are not the man for the job.

The late, great UCLA basketball coach, John Wooden, used to say, "Don't let what you can't do interfere with what you can do". Yes, he had all-time greats Bill Walton and Lew Alcindor. However, one year he also had the shortest team to ever win a NCAA basketball title. He was forced to find a way to win without height, thus

bringing the game of basketball the 2-2-1 full-court trapping defense.

As Albert Einstein used to say, "In the middle of every difficulty lies opportunity." You are in your position for a reason. Own your situation. Make it perfect for you. How will you take advantage of your opportunities? How will you make your grass greener? Each of us has a water hose...the question is "will we use it"?

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## Responsibility to Students

Due to a coaching transition in our women's basketball program, I have been handling all the recruiting communication for the past three months in an attempt to attract and retain our 2011 recruiting class. It was through this process that I was able to be a part of two signings, both at local high schools. In both situations I was honored and humbled to be a part of this once-in-a-lifetime moment as each signed their 'Letter of Intent'. At each school I was asked to share, I took time to talk about their character, their love for God, their high academic achievements, and their basketball talent. As I spoke coaches, teammates, teachers, grandparents, guidance counselors, parents, and siblings all nodded in agreement.

It was on the drive home that I was overwhelmed with a deep sense of responsibility that we had to deliver an excellent intercollegiate experience that was worthy of these two young people's commitment. In the past, I lead through my passion in holding our department to our mission, however now I felt a different conviction, this time it was in being a steward of the opportunity to lead our student-athletes. The title of coach carries huge responsibility; I pray we are all worthy stewards of the athletes God has placed in our leadership.

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## Greener



## Grass?

"If you don't like something, change it. If you can't change it, change your attitude"

Maya Angelou

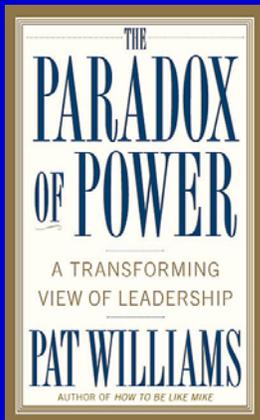
# Did You Know...

## Richest U.S. Colleges

(2010 Endowment Funds according to the National Association of College & University Business Officers)

<b>**Numbers indicate billions</b>		
1. Harvard (\$27.5)	7. University of Michigan (\$6.5)	vania (\$5.6)
2. Yale (\$16.6)	8. Columbia University (\$6.5)	12. University of Chicago (\$5.6)
3. Princeton (\$14.3)	9. Northwestern University (\$5.9)	13. University of California (\$5.4)
4. University of Texas System (\$14.0)	10. Texas A&M University System & Foundations (\$5.7)	14. University of Notre Dame (\$5.2)
5. Stanford University (\$13.8)	11. University of Pennsyl-	15. Duke University (\$4.8)
6. M.I.T. (\$8.3)		

### Cliff Notes



- Jesus didn't settle for what people *were*. He focused on what they could *become*. He looked into human souls, saw what wasn't there, and invested himself in people so that his *vision* for their lives ultimately became the *reality* of their lives.

- Retired U.S. Air Force General William A. Cohen puts it in this way: When you are a leader, it is those who follow you that make you look smart—or not, as the case may be. If those who follow you make errors and look bad because they are missing information that you could have given them, you will ultimately suffer far more than they. This is because it is you who are responsible for everything your organization does or fails to do, and no one else.

- "Great leaders are almost always great simplifiers, who can cut through arguments, debate and doubt, to offer a solution everybody can understand." (Colin Powell)

- Insecure leader's hedge and hem and haw, often cluttering their statements with ambiguity and buzzwords. Great leaders speak clearly and simply and can state their point of view in a few words.

- Leaders who are good listeners create an environment of imagination and enthusiasm throughout the organization. Here, then, are

some keys to becoming a better listener: Pay attention; Keep your Mouth shut; Ask questions; Show Interest; and Be Objective

- "We are not born with character," observes General Charles C. Krulak, retired commandant of the United States Marine Corps. "It is developed by the experience and decisions that guide our lives. Each individual creates, develops, and nurtures his or her own character.... It requires tough decisions, many of which put you at odds with the more commonly accepted social mores of the times."

- My collaborator on this book, Jim Denny, puts it this way: I often hear people say, "I have a decision to make, and I'm confused about what I should do." That is rarely true. Usually, there is no confusion whatsoever about what a person *should* do. The confusion between what he *wants* to do and what he knows is *right* thing to do. For people of character, these decisions are fairly simple—they do the difficult but right thing, and they suffer few regrets....

- A few years later (*after Disney's first theme park*), Walt Disney envisioned another and even larger Disney theme park. He laid the groundwork, but died in 1966, almost five years before the opening of Walt Disney World in Orlando, Florida. On the day the new park opened, a visitor commented to Mike Vance, Creative Director of Walt Disney Studios, "Isn't it too bad Walt Disney didn't live to see this?" "Oh, but he did see it," Vance replied. "That's why it's here."

## MANAGING PEOPLE (adapted from Management of the Absurd by Richard Farson)

Skills are important in the practice of management. Learning how to plan, organize and schedule are essential skills for effective management. But the author contends that applying “skills” to human relations will not work. In this arena, skills won’t help. What does he mean by that? The author contends that it’s not so much what we *do* as what we *are* that counts when it comes to managing people. People learn—and respond to—what we are. Then why are we inundated with seminars and books on new human relations’ techniques? Each of us knows that any technique loses its power when it becomes evident that it *is* a technique. The author argues that better managers *transcend* technique. Such managers have the ability to meet each situation with openness that provides for a genuine response—not a canned action based on the latest HR theory.

### Reciprocity Rule

Over time, people come to share, reciprocally, similar attitudes toward each other. Eventually, you will come to feel about me the way I feel about you. We can only fool people so long. Eventually, they will discover who we really are and come to regard us as we regard them. “If we generally respect our colleagues and employees, those feelings will be communicated without the need for technique. And they will be reciprocated.”

### Effective Managers are NOT in Control

The author posits that we do best in our most important human affairs (e.g. marriage, child rearing, leadership) when there is occasional *loss* of control accompanied by an increase in personal vulnerability. Certainly those who work “for you” want to see you demonstrate consistency and assertiveness. But there are times they want to see you as a human being somewhat befuddled. In addition, God “resists the proud, but gives grace to the humble.” A good dose of humility can do wonders for a person.

### Molding and Shaping Employees

“Many of us have the idea that as managers we can use our skills to shape our employees as if we were shaping clay, molding them into what we want them to become. But that isn’t the way it really works. It’s more as if our employees are piles of clay into which we fall—leaving an impression, all right, and that impression is distinctly us. But it may not be the impression we intended to leave.”

I like that metaphor. As I listened to my dad’s pastor (who was also his neighbor) eulogize my father at his funeral, I came to understand more clearly than ever that the impression left behind by my father certainly must have pleased the LORD. Because the words used to describe my father (friendly, helpful, godly, patient, kind) were words that I had read in Scripture—the fruit of the Spirit. What a legacy. May our Father be pleased to allow each of us to leave behind that kind of “impression”.

But let’s not get caught up in the “sweet by and by.” Right now we are leaving those “impressions” behind each day in the marketplace. Look at the clay from last week. What type of “impression” did you make at work or at home? “Not such a good one” some might say. Take heart. The clay has not fully dried.

This week you can begin anew. Focus on who you are (in Christ) and who you are becoming (in Christ) rather than on just what you do.

### Loving Managers

We’re often told as professors that “students don’t care so much what you know; they want to know how much you care.” And that care and concern must flow from a life that is sincere and non-manipulative.

We don’t manage students. We love students. You don’t manage employees. You love employees.

This is not some sort of paternalistic, gooey, “everyone is wonderful” kind of love. It’s a love that demonstrates respect for the individual while pursuing excellence in all that we do while serving others and bringing glory to God. This type of love flows not from the HR skills you and I have learned. This love exudes from us as an overflow of the love of Christ within us. It’s who we are.

Many times I’ll counsel my students with this: “You can only do what you know.” Within the context of this Insight, I might add, “You can only do who you are.”

Spend some time this month thinking about who you are and whom you are serving.

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*"If your actions inspire others to dream more, learn more, do more, and become more, you are a leader."*

*John Quincy Adams*

## The 3 R's of Summer

There are many misconceptions related to the summer months on a college campus within the athletic department, some include:

- No school and no sports, so no work;
- Two months of vacation
- If we go to the office, it's only for a couple of hours a day;
- Summer time is "kick back" time

Let me repeat, these points are both misconceptions and completely false. I can better summarize the summer months of June and July within the athletic department by referring to them as the months of the "3-R's".

**REVIEW:** We spend the majority of these months reviewing the details of not

only the previous year, but also the previous three years. There is much we can learn about ourselves as we evaluate our successes and shortcomings both immediate and over several years collectively. We review our budgets, scholarships, schedules, travel, seniors, staff, facilities, procedures and objectives to name a few. The results of our reviews tell us a lot about our potential for the coming year and years.

**RECRUIT:** Not only do we spend many hours and dollars recruiting top student-athletes, but we also recruit new ideas and often new staff when the opportunities arise. New ideas and new people add strength to a program. We are constantly exploring new opportunities,

new methods, and new techniques to be successful, and the summer months seem to work best for implementing these new resources.

**REST:** As hard as we work, we better grab a break at some point during the summer. The human body and mind must re-new and re-charge itself annually to function at a highly effective rate. This "R" is just as important as anything we do all year, if we want to be strong August through May. If we don't take the time to grab a brake in June or July, it will make for a very long year emotionally.

*JEFF BAIN is the Athletic Director at Martin Methodist College. Each month at [www.GoRedHawks.com](http://www.GoRedHawks.com), he highlights a different trait that is essential for a character driven life.*



☆ June 14th was officially established by the proclamation of President Woodrow Wilson in 1916 to honor the American Flag which was adopted and created in 1777. It was not until 1949 that President Harry S. Truman signed an Act of Congress designating June 14th of each year as National Flag Day.

☆ In June of 1954 an amendment was made to add the words "under God". Then-President Dwight D. Eisenhower said "In this way we are reaffirming the transcendence of religious faith in America's heritage and future; in this way we shall constantly strengthen those spiritual weapons which forever will be our country's most powerful resource in peace and war."

☆ Army Regulation 670-1 states that when authorized for application to the proper uniform, the American flag patch is to be worn, right or left shoulder, so that "the star field faces forward, or to the flag's own right. When worn in this manner, the flag is facing to the observer's right, and gives the effect of the flag flying in the breeze as the wearer moves forward. The appropriate replica for the right shoulder sleeve is identified as the 'reverse side flag'."

☆ Presidential proclamations & laws require the flag to be displayed 24 hours a day at the following places:

- The White House
- Washington Monument
- Fort McHenry National Monument & Historic Shrine (Baltimore, MD)
- United States Marine Corp Memorial in Arlington National Cemetery
- Flag House Square, Albemarle and Pratt Streets (Baltimore MD)
- On the Green of the Town of Lexington, MA
- United States Customs Ports of Entry which are continually open
- Grounds of the National Memorial Arch in Valley Forge State Park

## CELEBRATE ALL ACCOMPLISHMENTS

As I watch many of the Spring seasons come to a close, I'm excited to see the passion in which we celebrate the accomplishments that take place on the fields of play. Whether it is the sudden death goal in Lacrosse or a walk off homerun in Softball, I watch many of the student-athletes celebrate the athletic achievements of advancing to post season for the first time. As an athletic administrator, I love these moments! Those are the moments we hope to provide our athletes during their experience of playing collegiate athletics.

Those types of moments, at times, seem like storybook endings. One of the questions I am always asking my staff is whether we are celebrating the accomplishments that are not taking place on the court, fields and fairways? How do we celebrate as an athletic department for achieving a G.P.A for the semester over a 3.0? How do we recognize the Academic All-American status that our students work so hard in the classroom for? How do we show our appreciation to a coach who has had a tremendous career and will retire at the end of the year? Do these accomplishments receive the same type of attention as a walk off homerun? Probably not. I believe that by celebrating the smallest accomplishments we can provide the most rewarding experiences for our departments, staffs, and the student-athletes that represent our institutions. We recently had our men's basketball coach retire after coaching for twelve years at our college. That may not seem like a long time, but his 35 years of coaching high school and college age students over the years has impacted our community. How do I know? We hosted a small reception in his honor during the last regular season games during the season. We didn't have to recognize our coach, but we made it a priority. The weekend was magical, over 300 friends, family, and former student-athletes showed up to honor his retirement. Some of the athletes that showed up to recognize our coach he hadn't seen since he coached them in middle school! To cap off the night we beat a league rival in double overtime that allowed us to advance to Brandon, MO and the NAIA Division II Championship.

This story is just some anecdotal evidence that celebrating even the smallest of accomplishments can give you, your staff, and the institution a storybook ending that has and will be talked about for years to come. So, the next time one of your staff is honored as "Coach of the Year", or a student-athlete attains a 3.0 G.P.A for the first time...recognize them! When you recognize others for their achievements they become even more invested into your university, and one day, you may call on them to serve and to give back to their alma mater.

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## LIFE COACHING

When we talk about coaching, athletics immediately comes to mind. Yet coaching occurs in nearly every organizational venue – school, work, home, church, etc. A great coach tells you what you may not want to hear, helps you see what you could not see, and takes you beyond what you ever thought you could be. Did you get that? – with a great coach, you can go beyond your dreams, to reach your fullest potential.

The ultimate goal of a coach is to lead others to succeed because they believe that every person has the potential to grow. Daniel Harkavy, CEO of Building Champions, found that those who are involved in coaching others have learned that they can enjoy personal success by focusing on the success of others. Harkavy refers to these coaches as "coaching leaders". Coaching leaders have made the success of others their own personal mission.

Coaching is seldom about how the coach would do it. Good coaches help teammates to identify for themselves what needs to be done to reach their full potential. Raymond Gleason identified five ways that a coaching leader helps others – a coaching leader will encourage you to...

**1. Define your current reality.** Ask questions like, What is my present situation? Where am I headed?

**2. Clarify your vision and goals.** Many people continually react to their current reality rather than living by purpose. A coach first leads you to define what success looks like so you can set goals toward achieving it.

**3. Identify roadblocks to your vision.** This requires that you acknowledge and address areas of comfort and familiarity that are commonly overlooked as barriers to your success.

**4. Test your thinking, opinions, conclusions, and behavior.** It's easy to get stuck in a rut – doing the same things and

thinking the same way while expecting different results.

**5. Establish accountability.** Ask yourself, Am I making progress? Am I growing? Am I accomplishing my vision? Many get off track because they confuse intent or busyness with progress.

Who are you allowing to coach you – to speak truth into your life on a regular basis?

Leadership is about helping people work together to accomplish more together than they could accomplish separately. Is your entire team working together? Are you coaching your team to grow personally? If you do, they'll know you believe in them, appreciate them, and value them. And your life and work will be filled with purpose and meaning.

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No leadership newsletter would be complete without some John Maxwell insight included. If you don't have any books by John Maxwell, go to his website or a bookstore and pick one up. You won't be sorry. It is well worth the money you'll pay. Visit his website at [www.johnmaxwell.com](http://www.johnmaxwell.com) for more of his insight and resources that will help transform your leadership abilities. Most educational leaders have a little bit more time in the summer to take a breath and evaluate the past months. I hope that you find a little nugget in *THE ENCOURAGING LEADER* that you can use to make you and those around you better.



## MAXWELL MOMENT: Top Six Ways That Leaders Gain Others' Respect

- 1) **Natural Leadership Ability** – if you possess it, people will want to follow you. They will become excited when you communicate vision.
- 2) **Respect For Others** – when leaders show respect for others – especially for people who have less power or a lower position than theirs – they gain respect from others. If you continually respect others and consistently lead them well, you will continue to have followers.
- 3) **Courage** – Good leaders do what's right, even at the risk of failure, in the face of great danger and under the brunt of relentless criticism. Can you think of one great leader from history who was without courage? A leader's courage gives his followers hope.
- 4) **Success** – When leaders succeed in leading the team to victory, then followers believe they can do it again. As a result, followers follow them because they want to be part of success in the future.
- 5) **Loyalty** – When leaders stick with the team until the job is done and look out for their followers best interests even when it hurts them personally, followers will in turn learn to respect them.
- 6) **Value Added to Others** – Followers value leaders who add value to them and their respect for them carries on long after the relationship has ended.

## Preparation Positions Your Talent

As I have already mentioned, our team is reading "Talent is Never Enough" by John Maxwell. It is an amazing book that is sectioned perfectly to help a player, a coach, a team (and just about anybody else) towards the goal of self-improvement. Chapter 5 is titled "Preparation Positions Your Talent" and it is right around the corner for our team to read. We assign a chapter and then give them a worksheet to ask them questions to provoke thought. Here are some very brief portions of the chapter.

Automaker Henry Ford observed, "Before everything else, getting ready is the secret of success." Ford understood the power of preparation and all the things it can do for someone:

**1. Preparation Allows You to Tap into Your Talent:** "I've found that every minute spent in preparation saves ten in execution."

**2. Preparation Is a Process, Not an Event:** Legendary UCLA basketball coach John Wooden says that the best

way to improve your team is to improve yourself. He learned that lesson from his father, Joshua Wooden, who used to tell young John, "Don't try to be better than somebody else, but never cease trying to be the best you can be."

**3. Preparation Precedes Opportunity:** There's an old saying: "You can claim to be surprised once; after that, you're unprepared."

**4. Preparation for Tomorrow Begins with the Right Use of Today:** Preparation doesn't begin with what you do. It begins with what you believe. If you believe that your success tomorrow depends on what you do today, then you will treat today differently. What you receive tomorrow depends on what you believe today. If you are *preparing* today, chances are, you will not *repairing* tomorrow.

**5. Preparation Requires Continually Good Perspective:** Former Boston Celtics coach Tom Heinsohn observed, "The sixth man has to be so sta-

ble a player that he can instantly pick up the tempo or reverse it. He has to be able to go in and have an immediate impact. The sixth man has to have the unique ability to be in a ball game while he is sitting on the bench." What makes the sixth man capable of that? Perspective. He has to have both a coach's mind-set as he watches the game from the bench and a player's ability once he steps into it. If he does, then he is prepared to impact the game.

**6. Good Preparation Leads to Action:** What value has preparation if it never leads to action? Very little. As William Danforth, former chancellor of Washington University in St. Louis noted, "No plan is worth the paper it is printed on unless it starts you going."

**BOB STARKEY** most recently was the Associate Head Coach of the LSU Lady Tigers where he helped lead the Lady Tigers to 5 Final Four's. His blog has great insights, not just for basketball but life. Go to [www.hoopthoughts.blogspot.com](http://www.hoopthoughts.blogspot.com) to check out Coach Starkey's excellent website.

"Optimism is a force multiplier. I don't like wallowing with pessimists."

**Colin Powell**

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