

Providing  
insight and  
encouragement  
to educational  
leaders

WINTER  
2012

# THE ENCOURAGING LEADER



With the recent death of Rick Majerus (25 years as a head coach at Marquette, Ball State, Utah, St. Louis and only had one losing season), story after story was devoted to retelling his life story and what kind of impact he had on others. It certainly got me thinking again about what kind of influence we have on those around us.

## INFLUENCE

Is it all about you ... or those that you lead?

It has been said that “Leadership is influence”. That is probably true. It is difficult to be a leader if you can’t influence anyone. But we must be careful not to seek influence so that we can receive glory or gain something out of it. Being a true leader means influencing people’s lives for the better. Former coach of the Super Bowl Champion Indianapolis Colts, Tony Dungy, calls this “Mentor Leadership.” He says that the mentor leader “looks at how he or she can benefit others—which ultimately benefits the individual and the organization...so, when it comes to effective leadership, it’s not about you and what makes you comfortable or helps you get ahead. It’s about other people.” This type of win-win solution should be our goal.

Coach Majerus rarely had the best talent. Even when he had a star player, the rest of the team was normally comprised of overlooked and underappreciated players. Everyone that talks about Coach Majerus said he was such a great coach because he won with lesser talent. How do you think he did this? He had significant influence on his players. His players would run through a wall for him. They bought what he was selling...and what he was selling was a true belief in each of his kids.

The St. Louis Post-Dispatch had a touching profile of Majerus entitled "Majerus lived his life to help others". The following is a great story from that article that sums up Majerus and the impact he had on his players.

*Majerus was there for Keith Van Horn, his brightest star at Utah. The coach received a late-night call in 1993. It was Van Horn's mother. She had shocking news: Keith's father was dead. A sudden heart attack took his life. And Van Horn's mom didn't know how to tell her son. She asked Coach Majerus to do it.*

*Majerus, of course, was there. At 2 a.m., he took Van Horn to a diner. They sat down. The coach told the freshman the worst words imaginable: Your father has died. Van Horn broke down in tears. Majerus consoled him. They sat there all night, telling happy stories about their late fathers, eating breakfast, and handling the pain. They cried together. They shared bagels. They hugged. They talked some more.*

*When Van Horn finally walked into the morning light of Salt Lake City, he was ready to face the tragedy. Van Horn said he entered that diner as a kid, and by the time he left, he'd become a man. Majerus pulled him through.*

Do your players, your employees, your students or your subordinates believe in you? If so, it is probably not because of your resume, your published works or the way you dress. It’s probably because you believe in them and made the kind of impact on them that will last long after your current relationship with them is past.

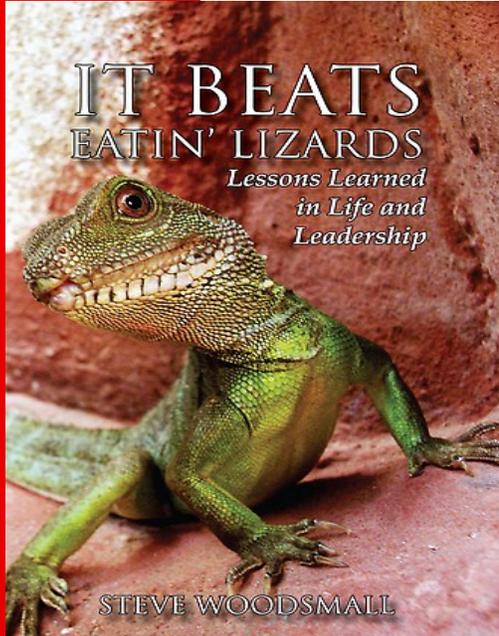
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## CLIFF NOTES

This book is a collection of 25 “lessons learned” from grade school through a career in the United States Air Force as a commander, instructor, executive, and consultant. See Steve Woodsmall’s website or order his book (hardcopy or ebook) at <http://stevewoodsmall.blogspot.com>.



- It's all about perspective. Regardless of your situation, things could always be worse.
- If I can trust you, we'll be fine. Make a decision, even if it's wrong. You will make bad decisions (we all do), but make them anyway. If you've acted with honesty, integrity, and credibility you can learn from your mistakes, and that's how we grow.
- I've learned that those who have to tell you how great or smart they are, probably aren't; the ones who are truly great generally don't think of themselves as such, and certainly don't make a point of telling you about it.
- Few things irritate and bewilder me more than someone who truly believes that simply because one has done something for a long time, they're good at it. My concept of “experience” means taking lessons from one situation and applying them successfully in a different situation. Therefore, experience is the ability to review a situation, reflect on what you can learn from it, and effectively apply that learning in a new or different situation.
- “I am the wisest man alive, for I know one thing, and that is that I know nothing.”—Socrates
- Problems with personnel, behavior, performance, or conduct are seldom easy to address, and usually harder to diagnose. A great first step in assessing the situation is to determine if whether it's can't or won't.
- Loyalty goes both ways
- So, if you strive to be a great leader, remember that it's not about “being,” it's about “doing.” It's NOT a spectator sport. There will be a lot of “bull” to deal with, but when you've influenced people to accomplish a tough goal, or built a high-performing team, you don't need to hear the crowd cheer—you will know that you've won
- As General George Patton once said, “You don't manage soldiers into battle.”
- Successful leaders don't follow the idea that people are a resource to be used. We can manage data, inventories, production quotas, projects, budgets, etc. We have to lead people.
- I've always tried to encourage my employees, bosses, and even kids to “tell me what I need to know, not what I want to hear.” People respect those who will tell them what they need to know, and they will eventually get over it if it's bad news or if they simply don't like it. Once you're caught being dishonest, your credibility is gone—and that's one thing that is hard to recover.



Watch your thoughts; they become words.  
 Watch your words; they become actions.  
 Watch your actions; they become habits.  
 Watch your habits; they become character.  
 Watch your character; it becomes your destiny.

**Frank Outlaw**



## Leadership: Workplace Disharmony vs. Diversity

*Reprinted with permission of Kate Nasser, CAS, Inc., Somerville, NJ, USA.*

**Many leaders and managers are alarmed when disharmony surfaces in their organizations. Yet what is the difference between disharmony and diversity of thought?** When is it discord and when is it discourse?

Can you tell when it is fueling divisive paralysis and when, a spirited exploration of valuable views?

**Leaders do well to first identify what distinction they themselves make, if any, between disharmony and diversity of thought.**

**For some, any disagreement is disharmony.** Perhaps they are afraid of conflict or they believe people should just follow orders. These leaders get frustrated and annoyed when it takes hold and wish it could disappear as quickly as it seemed to surface. Their common outcry: "Can't the employees work it out for themselves? We're paying them to work together."

Well, wish-craft is not a winning leadership strategy. Some would argue it's not leadership at all.

**For other leaders, harmony represents inaction and impending failure.** They thrive on spirited debate and disagreement to the point they do not see when it becomes harmfully divisive.

There is no need to confuse disharmony and diversity of thought.

### Diversity vs. Disharmony – Key Distinctions

- **Diversity of thought is rooted in respect for ideas and for each other.** Disharmony grows from fear and disrespect for others, their ideas, and their ways of working.
- Diversity excites; it doesn't enrage. It expands possibilities; it doesn't limit. Disharmony, with all its disrespect and power struggles, strangles success with resentment, cliques, and self-protection.
- The return on diversity of thought is growth, innovation, and stronger bonds through learning. The return of disharmony is less collaboration, lower morale, rampant mistrust and organizational paralysis.

**Diversity of thought thrives in hearing each others' views.** Disharmony spikes when people take credit for others' ideas, forget civility, hijack team time with selfish personal agendas, brutally battle for promotions, use emotional bluntness instead of helpful honesty, and suffocate progress with passive aggressive behavior.

The emotion of disharmony drains the team's energy and attention from successful behaviors. It's wise to stop this pernicious force in its tracks. **Develop people-skills and emotional intelligence to civilly and respectfully disagree.**

Encourage diverse views with sincere, transparent respect for each other and the organization's vision and you will propel all to dynamic success.

**What else causes disharmony? Are there other factors you would add?**

From my professional experience to your success,  
*Kate Nasser, The People-Skills Coach™*

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**KATE NASSER, The People-Skills Coach™**, delivers coaching, consulting, training, and keynotes on **leading change, employee engagement, teamwork, and delivering the ultimate customer service.** She turns interaction obstacles into interpersonal success. See this site for workshop outlines, keynote footage, and customer results.

## Organization that Leads to Effective Leadership

The importance of being organized is easy to neglect, but is extremely important for an effective leader in college athletics. One who does not hold to a high standard of personal organization is likely to be holding back their institution. This person may experience some success, but how much better could they be if they took the time to be organized? As John Wooden said, "Don't measure yourself by what you have accomplished, but by what you should have accomplished with your ability." Here are a few ways to start today:

### (1) Prepare in Advance

Organization starts before you get to the office in the morning. At the end of each workday, make a list of the things that need to be accomplished the following day. This will allow you to arrive at work in the morning with a clear vision of what needs to be accomplished. After you made a habit of doing this, take the next step and expand your list to include the different categories of first priority items, second priority items and specific tasks that you have delegated to others. Prioritizing will allow you to evaluate where you need to spend the most time. If you do not prioritize, then less important tasks can overtake your day, which will ultimately lead to you being less effective. By keeping this information in the form of a written list, it will ensure that items will not slip through the cracks.

### (2) Organizing Your Day

Getting to work early will make a substantial difference in your day. Try arriving to work an hour before the others in your office. This may mean you cannot stay up to watch the tenth inning of the game, but it will make a difference in your professional life. When you are the first one in the office, it sets an example for others. This communicates that your institution is doing work that is important and worth making a priority. Additionally, this allows for significant uninterrupted time to work on the list that was made at the end of the prior day.

### (3) Get Everything Done

We cannot always finish all of our work each day, but sometimes we put off items that we do have the time to complete. Abraham Lincoln once said "Leave nothing for

tomorrow which can be done today." We need to apply this principle to the workplace. Why wait to complete a project? If there is time now, use it! You will be glad you did, as it will allow for extra time in your schedule in the future.

As you implement these three steps you will be on the way to becoming an organized leader! However, if you are trying to become organized for the first time, it will be a process, not a quick fix. It is important to remember the principle that leaders develop daily, not in a day. Now, let us look at a few ways your institution will benefit from your development in this area.

### More Time For Your Employees

As your amount of work is getting under control, there will be more time to invest in your employees rather than your workload. Armed with extra time, you are able to be active in including your employees in projects that will assist in their development. Your institution will directly benefit through this advancement of your employees as it lead to a more effective workplace.

### More Time for Planning

By being organized, there will be more time to set a vision for your institution, rather than being bogged down in the details of daily duties. Rather than just surviving this day, you can embrace the day and provide direction for the future. This will increase your institution's ability to adapt and stay relevant in the future.

### Less Stress

Establishing your own system for efficient organization will provide extra time in your schedule. We have already seen two examples of how your institution will benefit from you having extra time. You also earn a personal benefit, as your stress level will decrease. This will be evident as you become organized and have more control over your daily life. This control leads to a lower stress level. As you eliminate stress in your day, it will free you to be a more effective leader.

Now that you have seen examples of how to get organized and a few ways your institution will directly benefit from it, will you start today?

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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)



## Inexpensive Ways to Motivate Employees

Adapted from Dan Tynan's ([www.dantynan.com](http://www.dantynan.com)) 25 Ways to Reward Employees (Without Spending a Dime). See the entire article at: <http://www.hrworld.com/features/25-employee-rewards/>.

- Flexible Work Schedules
- Send a handwritten note
- Make work fun
- Help them connect
- Have baby/wedding showers (food "on-the-house")
- Reward effort as well as success
- Give them some personal days
- Dole out cream and sugar
- Celebrate birthdays
- Give best employees a chance to pick their own projects
- Share the memories. Create a scrapbook highlighting accomplishments.
- Elect them to the Wall of Fame.
- Create your own "Club Med." Set aside a quiet space or unused office in your building where employees can meditate, chill out, nap or otherwise re-center themselves.
- Stoke their passion. Help them feel valued.
- Give them a place to park it. Reserve the best parking spot for employees who've done something truly worthwhile.
- Remember the spouses
- Publicize their successes.
- Remember the secret words..."Thank You".

Surveying the 15 members of the Martin Methodist College women's basketball team, they were asked what 1-2 qualities are the most important for a leader to possess.

- Leads by example/Role Model/Has Good Morals (5 answers)
- Good communication/Listening Skills (5)
- Respect for others (3)
- Positive Reinforcement/Encouragement/Optimistic (3)
- Dedication; Hard Work (3)
- Responsible (2)
- Having confidence (1)
- Shows charisma (1)
- Friendly (1)
- Trustworthiness (1)

## CONCEPTUAL LEADERSHIP

By John Maxwell

The first day on the job can be dizzying for an incoming employee as she tries to learn how she fits into the new organization. However, the pace at which business is conducted today, with change constantly occurring, can disorient even longtime veterans. Peter Senge, author of *The Fifth Discipline* says that, "one of the most important tasks for leaders today is to provide conceptual leadership—helping people make sense of what's going on around them." Leaders make life easier for their people by setting clear expectations. Let's look at three simple questions that you can ask to acquaint your people with your primary expectations of them.

### 1) Are we moving in the right direction?

My first expectation of my people is that they represent me well. I want them to know my vision and to show my values. So long as my people act with an unmistakable sense of the mission and embody the organization's core values, then they are headed in the right direction.

### 2) Are we moving to a higher level?

My second expectation is that my people grow personally and professionally. I want to know the steps each person is taking both to develop themselves and to aid the development of others on the team. When my teammates display an undeniable commitment to personal growth then I am confident we are moving to a higher level as an organization.

### 3) Are we moving closer together?

My third expectation is that my people value teamwork. For years I've insisted that, "one is too small a number to achieve greatness." Thus, I have little tolerance for people who are quick to monopolize credit when the team wins or to assign blame when the team fails. I praise and promote the people who add the greatest value to their coworkers and who repeatedly demonstrate a willingness to serve their teammates. If teammates are making each other better, if they are completing one another as opposed to competing against one another, then I know the organization is moving closer together.

### Application

Since a team's goals are constantly changing, the best measure of its health is not only the team's distance from a desired destination but also the direction in which it's moving. Review the three questions posed above. Are you pleased with your team's movement with respect to its mission, growth, and teamwork? Why or why not? Have you clearly communicated expectations to those on your team?

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## Why do Employees Leave?

*“Employees don’t leave their organizations; they leave their supervisors.”*

When I first was introduced to the above statement, I disagreed with it. But after reading the book First, Break All the Rules (What the World’s Greatest Managers Do Differently) by Marcus Buckingham and Curt Coffman, my thinking has changed.

Think about the great managers you have known over your career. In many ways they are different (age, race, gender, management style, etc.). But according to the authors, great managers “Break All the Rules.” For example, great managers:

- Do not believe a person can achieve anything he sets his mind to
- Do not try to help a person overcome his weaknesses
- Disregard the Golden Rule
- Play favorites

At first glance (even second glance), these statements seem to be troublesome. But let’s drill down a little to see exactly what the authors have in mind.

This book is based on data gathered by the Gallup Organization. Gallup surveyed over a million employees between 1974 and 1999 from a broad range of companies, industries and countries. Bottom line from the data: talented employees need great managers. How long a talented employee stays and how productive she is while she is there is determined by her relationship with her immediate supervisor. (Here is a good time to pause and reflect on the quality of each supervisor in your organization.)

In addition to the above data gathering, Gallup also conducted 1 ½ hour interviews with over 80,000 managers. And what were some of the characteristics of a great manager?

- Desire to help all employees become more of whom they already are
- Willingness to treat each person differently
- Desire to become close friends with employees
- Acceptance that he cannot change people; all he can do is facilitate
- His trusting nature

Would you agree that the only way to generate enduring profits is to build the kind of work environment that attracts, focuses, and keeps talented employees? If so, then we need to understand what talented employees always need and what great managers always do to turn talent into performance.

Analysis of the mountain of data gathered by Gallup revealed that the strength of a workplace can be determined by using 12 questions. Here they are:

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

If you can create a work environment where employees answer positively (e.g., Strongly Agree or a 5 on a 1-5 Likert scale) to all twelve questions, then you will have built a great place to work.

You may wonder why none of the above 12 questions involve things like pay, benefits, senior management, etc. These are important issues. However, they are equally important to every employee—the good, the bad, and the mediocre. Certainly if you are paying below the market average for any position, you will have difficulty attracting people. But bringing pay and benefits up to par only gets you into the game. They will not help you win.

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## 7 Legendary Leadership Lessons from Phil Jackson's Coaching Career

Excerpt from an article by Scott Williams. You can see the entire article at: <http://www.catalystspace.com/content/read/7 Legendary Leadership Lessons from Phil Jackson's Coaching Career/>

**1. Willingness To Coach The Best:** Phil wasn't scared of coaching the best and showed them how to be even *better*. His leadership brought out the legendary best from the likes of Michael Jordan, Shaquille O'Neal and Kobe Bryant. Great leaders take on the best, and build a great supporting cast around them. That's how championships are won.

**2. Win Without The Coach:** Phil prepared his teams in a manner that allowed them to believe in themselves and get it done without his direct supervision. He taught his team how to play through long stretches without timeouts or his direct interaction. He schooled his players more than just execution; he made them great leaders and confident thinkers. Great leaders prepare teams to perform at a high-level, even in the leader's absence.

**3. Mastered The 3-Peat:** Phil was able to "3-Peat" several times with several teams. He not only won championships, but he did it again and again and again. The one time he didn't 3-Peat, he just repeated again. He even said it in his closing press conference upon his retirement, that the thrill of chasing the "3-Peat" is always a great challenge. Great leaders don't want their teams to just win, but to win again and again.

**4. Created A Culture Of Winning:** Creating a culture of winning comes with extreme give-and-take, strategy, encouragement, and believing in those you lead. It requires taking the best basketball players on the globe, and meshing them role players and players with quirky personalities like Dennis Rodman and Ron Artest. He created a culture of focused chemistry that made all players valuable and maximized potential in everyone. The number-one priority in coaching--and leading--is to create a strong team culture by developing leadership, empowerment, communication, authentic care for others, relationships, trust, and motivation.

**5. Cool, Calm and Collected:** Phil Jackson was one of the most calm and collected coaches in the game. He would sit on the sidelines, as cool as the other side of the pillow, even under immense pressure. This translated to his team taking on that same persona. Teams feed off of their leader; if their leader demonstrates a "we got this" mentality, it's destined to rub off on the players.

**6. He Knows When It's His Time:** Phil retired into the sunset of Montana to relax for a season. He stated that he has had a good 20-year run of coaching, and now it's time to give some of the younger coaches an opportunity. Some leaders don't know when their time has passed, and they make it rough on an entire organization. It's important to remember, just because you take a pause, a rest, a vacation, or a sabbatical *doesn't* mean that you might not have one more run in you at a later date. Know your time. Know your seasons.

**7. Great At Selling His Leadership Style To Players:** Phil's style, especially his triangle offense, was not an easy sell. He was able to elevate the importance of his unique style of coaching to a place of relevance so high that the best players to ever play the game, such as Michael Jordan and Kobe Bryant, bought into it. If a leader has a style worth its salt, team members will gladly buy in. Phil Jackson never tried to be someone else; take it or leave it, the "Zen Master" was the "Zen Master."

Great leaders are more focused with making those around them great. Phil Jackson was a great coach and a great leader. Kobe Bryant says it best in this quote, "*He's absolutely brilliant in bringing a group together to accomplish one common goal.*"

We decided not to do a “Christmas Issue” this year. Rather, this issue is just the winter edition. It is not any less important, though. This time of year fascinates me because of all of the college football coaching job searches. I realize that many of these openings are because someone got fired. That is never a pleasant situation. This year is even more interesting because there are four SEC football openings. It is always amazing to me how institutions go about the process of selecting a football coach (or any employee for that matter). In the spring issue, we’ll have some insightful pieces about hiring new employees. This issue contains some helpful items that can help you keep your valued employees. It is always easier to keep good people than try to find new ones. If you are an administrator or supervisor, now is the time to think about these things. In fact, it is always the right time to think about these things. How are you treating your employees? Is your organization a place that people want to stay at? Is it a place that would be attractive to new people? It is always the right time to improve and make your organization the best that it can possibly be. I hope that you enjoy **THE ENCOURAGING LEADER**.



## Notes from America’s Best Hope Conference

*These notes were taken by Chad Briscoe while listening to Tom Crean (men’s basketball coach at Indiana University) at America’s Best Hope Conference in Indianapolis, IN.*

- At today’s conference everyone came in with an interest level. At some point, a person’s interest either ends or it is the beginning of an investment level. Interest is not the same as investment. You cannot just be interested u must be invested! Easy to be here today - Really hard to leave and make changes to invest!
- Ambition is not the same as aspirations. Ambition is what you want to do. In order to aspire to do great things you need other people around you.
- Are you a year round winner not just in season. Does the athlete win in the winter and do they win in the summer? Our job is to find ways to help they get better either you are turned on to doing what is right or not.
- Hope is not an option; there must be a belief! Students have voids and they will be filled and it is so easy to take the path of least resistant. Our job responsibility is to help people.
- Never lose the faith of your players!
- Our athletes are expected to have tools to move forward with their life they need the following:
- You need a dose of courage to withstand anything life throws at you.
- Be coachable! What do your decisions look like? We chose our choices - not our consequences.
- Good decisions lead to positive assistance when adversity strikes. This is better for people when problems arise. We look at everyone who goes through IU program as future parents and spouses.

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**“Leadership begins with U”**