



tampa bay leadership review

Welcome to the first edition of the "Tampa Bay Leadership Review," a publication of The University of Tampa's John H. Sykes College of Business TECO Energy Center for Leadership (CFL). The purpose of this publication is twofold: first, to create a link between the CFL and the business community and second, to disseminate some of the growing knowledge in the field of Leadership for business practitioners. Both in the College and among my peers in the CFL, we have amassed a tremendous amount of research, and we will share some of these findings in a business user's version here.



*TECO Energy's Focused Leadership Development Program,
The University of Tampa – Class of 2008.*

SOME HISTORY OF THE CENTER FOR LEADERSHIP

by F. Frank Ghannadian, Ph.D.

In 1997, TECO Energy made a major commitment to the development of future business leaders by endowing The University of Tampa's John H. Sykes College of Business TECO Energy Center for Leadership (CFL). The CFL began operations by partnering with TECO Energy to deliver a multi-year comprehensive leadership development program aimed at TECO Energy's potential leaders. Three cohorts of 20 business executives went through a 14-month process, providing them with a holistic program which balanced business knowledge with personal development of health, well-being and relationships to help leaders generate effective professional outcomes and long-term personal success. The seminars combined the latest leadership development training which included coaching, assessment, and experiential learning tools that significantly impact organizations and their leaders.

In addition to these programs tailored for specific organizations, the CFL has also provided top talent speakers for students and



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for the community at large. Over the past five years, the CFL has hosted more than 15 breakfasts/luncheons with speakers at no charge for students and at a minimal charge for the community. Speakers have included nationally recognized talent such as Ram Charan, Kenny Moore, Jeff Sonnenfeld, Marshall Goldsmith and Gus Lee; all of whom have authored best-selling books.

A major development for the CFL in 2010 is the introduction of a leadership minor for undergraduate students at The University of Tampa. The program requires students to take two leadership classes, an introduction class and a capstone class, and will be available to students beginning in the fall. The minor will develop the leadership skills of students so that they will be better prepared to become the business leaders of the future. They will not just learn about leadership theories, but they will also apply some of their knowledge experientially in actual leadership settings.

The CFL began in the fall of 2009 offering leadership seminars to business executives. These one-day open enrollment programs are facilitated by University professors and practitioners with the latest information on industry trends and cutting edge theory. Some examples of the offerings include topics such as Thinking Strategically, Leading Organizational Change, Ethical Leadership in

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LEADERS EMBRACE SOCIAL MEDIA FOR BUSINESS USE

by **Michael R. Weeks, D.Phil.**

Updating one's Facebook status is a daily activity for 35 million users, and more than 400 million people are active users of Facebook. Businesses cannot ignore numbers like these; consequently, social media sites like Facebook and Twitter are being used by firms of all types to reach customers, according to panelists at a recent seminar at The University of Tampa. Despite the emergence of these communication channels, social media tactics are only a part of the total marketing program for most firms. The seminar highlighted a number of critical issues for the participants regarding successful integration of social media channels into the larger marketing strategy.



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Know your audience

The wide variety of social media sites leads to different audience demographics for each community. Firms must understand which social media tools are likely to reach a desired audience. For example, The University of Tampa's John H. Sykes College of Business TECO Energy Center for Leadership (CFL) has two distinct audiences: The first constituency consists of students at the University. The CFL primarily uses its Facebook fan page to communicate with students. Messages are targeted toward student needs such as leadership course offerings and internship opportunities. The second audience for the CFL consists of leaders in the business community who attend its workshops and other leader development offerings. To reach this audience, the CFL uses the LinkedIn site more frequently. There are crossover users, but by targeting particular types of users with different channels, the audience becomes accustomed to the messages on each site.

Integrate your social media efforts

Most organizations have spent considerable time and effort developing and marketing the company website. Social media strategists argue that firms shouldn't abandon the traditional website; rather, they should use social media postings to drive traffic to the website. Sites like Twitter and Facebook provide brief communications updates. Link-shortening services like 'bit.ly' and 'tinyurl.com' provide tools to embed links within these narrow channels to guide users to more in-depth information.

Blogs can also be tools for generating interest in an organization's products or services. Blogs give authors an opportunity to highlight the benefits of the firm's offerings and to compare them with market alternatives. The key here is to avoid making a blog a mere 'infomercial.' Blogs (and tweets for that matter) should be entertaining as well as informative. The corporate website is where you do business; blogs are where you entertain and inform. The sites should be complementary, but a blog that isn't engaging

will not find an audience. Blogs must have a distinct voice that appeals to your audience. Compelling blogs will encourage Twitter and Facebook followers who will subsequently drive others to the blog. This generative circle of life can be a highly effective method to sustain interest in your organization and its products.

Personalize the message

Firms just entering the social media environment are often overwhelmed by the freewheeling nature of the various sites. How can a firm enter such a space while maintaining control of its image and brand? Jeremy Fairley of Tampa Bay & Company suggests that firms let passionate employees begin entering social media through personal blogs. Personal blogs will have dual purposes but, done correctly, they can be powerful carriers of a firm's message. Fairley notes that firms that begin with corporate blogs often just regurgitate stale press releases. These "canned" forms of communication do not tend to build enthusiastic audiences who will spread the message for the organization.

Of course, there is risk in allowing employees to create personal blogs that also promote the firm in the event that other activities on the blog do not reflect well on the firm. Leaders must monitor these sites and ensure that personal blogs don't cross lines that make the firm uncomfortable. Clear expectations about standards of conduct must be communicated from the beginning for this approach to be successful. However, if done correctly, this is one way to enter the social media space with an engaging message presented by a passionate author.

Social media isn't free

While social media channels are appealing because there is little direct cost, these efforts are not free. Even without paid advertising on social media platforms, the costs to the firm can be significant. For example, monitoring many social media sites on a constant basis is a necessity for an effective strategy because social media allows for multi-party communication. Customers communicate with the firm, and the audience watches carefully. The customers expect responses to their posts, and the audience will die quickly if they see that no one from the firm is home. There is no 9-5 schedule for social media channels; they operate around the clock. Passionate social media advocates in the firm can keep up with the pace for a while, but a sustainable strategy will require resources and personnel.

For most firms, organizational structures will need to be adapted to ensure accountability for social media efforts as social media continue to blur the boundaries between the workplace and the home. Rewarding those who develop these frontiers for the organization will be an imperative for leaders who want their organization to stay at the leading edge of marketing in the next decade.

ENGAGING A NEW WAVE OF GRADUATE BUSINESS STUDENTS

by **Stephanie J. Thomason, Ph.D.**

United States business schools are often considered among the best in the world, yet some debate exists as to whether our schools are providing students with the ethical foundation, interpersonal skills, and leadership abilities they need to become effective organizational leaders. One facet of this dilemma relates to the varying requirements for pre-MBA work experience between business schools.

Schools that require work experience assert that graduating students will exit with more than a theoretical understanding of how the real world operates.

A recent study conducted by researchers at Rollins College, however, found that delaying matriculation into an MBA program may incur a long-term financial penalty. MBA students without work experience averaged a 96 percent gain in salary after five years, while those with one to five years of pre-MBA work experience averaged an 80 percent gain in salary. Furthermore, the Graduate Management Admissions Council (GMAC) reports that between the 2004/2005 academic year and the 2008/2009 academic year, the “younger than 24-year-old” age group of GMAT test-takers posted the greatest average annual growth rate of 23.6 percent. The growth rate for the 24-to 30-year-old age group only increased moderately, at 6.3 percent, while the 31 to 39 and the 40 to 49-year-old age groups declined by 2.7 percent and 4.3 percent, respectively. Such findings call attention to the changing demographics of graduate students and the value of pre-MBA work experience, yet they do not diminish the importance of ensuring that students exit MBA programs with practical leadership experiences.

The Professional Development Practicum

A second, less financially burdensome solution to this “practical” dilemma is to require that students engage in a series of leadership development activities while enrolled in a graduate program. As of January 2010, most newly enrolled graduate students in the John H. Sykes College of Business at The University of Tampa are required to enroll in a four-credit Professional Development Practicum (PDP), which is usually fulfilled in three or four semesters. Consistent with our goal of “value creation for graduates, organizations, and societies,” the PDP requires that students engage in and reflect upon an array of experiential activities designed to enhance their leadership skills, career development objectives, interpersonal skills, and community involvement. Students have the flexibility to choose from a wide array of PDP activities such as internships, field certifications, professional business competitions, career development activities, leadership board service, coaching, and community service. Each activity is worth a certain number of pre-



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determined points, which are awarded following completion of specified outcomes.

For most activities, students are required to write a reflection paper. According to the National Society for Experiential Education, “Reflection is the element that transforms the simple experience to a learning experience. (The) reflective process is integral to all phases of experiential learning, from identifying intention in choosing the experience, to considering preconceptions and observing how they change as the experience unfolds. Reflection is also an essential tool for adjusting the experience and measuring outcomes.” Students are assessed by and receive individualized attention from faculty advisors who meet with them periodically to monitor progress and ensure that student activity plans and outcomes are consistent with their personal leadership goals.

To showcase their accomplishments and personal reflections within the PDP, students develop and maintain an electronic portfolio. Electronic portfolios are a collection of authentic and diverse evidence, chosen from the activities completed while enrolled in the PDP and stored electronically. Often referred to as “content management systems,” ePortfolios can be used to integrate theory, application, and reflection. Hence, they are ideally suited within the present context. The ePortfolio is the property of the student who may share the content with prospective or current employers, peers and faculty members.

The Professional Development Practicum is one of several leadership initiatives we are undertaking at The University of Tampa to enhance the educational experience of our students. Through these initiatives we hope to provide the theoretical and practical foundation upon which students can build to advance as our future business leaders.



WHAT SUSTAINABILITY MEANS FOR LEADERSHIP

by **Bella L. Galperin, Ph.D.**
& **Roy J. McCraw, Jr.**

Today the word “sustainability” is tossed around with hasty abandon everywhere — from board rooms to court rooms, machine shops to coffee shops and design groups to focus groups. But does anyone really know what it means? Or, more importantly, what it means for leadership?

The World Commission on Environment and Development decided in 1987 that sustainable development describes meeting “the needs of the present without compromising the ability of future generations to meet their own needs.” Since then the term sustainability has been inextricably attached to the environment. Most of us in business invoke the term to foster the ecologically sound use of our natural resources and/or the long term smart stewardship of our natural environment. Sustainable development, green buildings and low carbon footprints are essential considerations in organizations today. Business leaders, now more than ever, understand the importance of protecting the environment and conserving natural resources for the growth of their organizations, but is that all there is to sustainability?

A Broader Concept of Sustainability

Sustainability is not just about preserving the environment, it is also about the future social and economic impacts of our decisions. Consuming too much of our resources may leave too little for future use, but that’s only part of the picture. Violating society’s rules and expectations today can bring too much regulation tomorrow. Bilking (consumers) and milking (the market) for extra profits will cause irreparable damage to a company’s reputation and spell its economic ruin in the future.

Too often firms fail over the long term because they do not focus on the needs of all their stakeholders. Look at Toyota’s recent crash of consumer confidence. To protect short term profits, the company responded too slowly to evidence that its vehicles had fatal flaws. Society, government, their loyal customers, and other Toyota stakeholders revolted, driving down sales, shareholder value, and corporate image. The long-term impact to the once revered automobile company is yet to be fully determined, but it is certain to be significant, and it is likely to add regulation to an already heavily burdened industry.

The broader concept of sustainability also requires a balance between environmental, social, and economic concerns. Underemphasizing economic factors can risk failure, but stressing economic success at the expense of social and environmental impacts can have huge implications for a company’s future. On the other hand, placing too much weight on compliance and adherence to rules, risks stifling the creativity and innovation



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required to succeed in today’s competitive marketplaces. Some may compare this concept of sustainability to the idea of managing to the “triple bottom line” — the consideration of economic, social, and environmental aspects in business decision-making.

Sustainability and leadership

In general, leadership requires a long-term vision. Leaders ought to know where they want their company to be in the future. Leadership also requires engaging resources towards that vision. Leaders ought to motivate and inspire employees to work towards that vision. Other valuable aspects of leadership also become apparent when sustainability is broadly defined.

Leadership means converting vision into enduring organizational values. These values are essential to achieving the vision, and they guide the decisions and behaviors of our employees.

However, the easy part is defining organizational values; the hard part is sticking to them. Similar to a New Year’s resolution, it may be difficult enough for one person to translate organizational values into actions. Since leadership entails motivating followers to achieve organizational results, implementation can even be harder.

Leaders must ensure that organizational values permeate the culture and systems of the organization. Leaders themselves must also follow their organizational values. They must lead from a base of integrity to develop the necessary trust for sustainability. Transparency, collaboration, communication and consistency are traits of choice when endurance matters. These elements matter to managers because credibility is vital to convince owners and employees to see beyond short-term sacrifice when the goal is sustainable performance. Other firms in the industry may opportunistically benefit, but their advantage will be short-lived. Long term positive results are the prize.

Taking into consideration economic benefits, social benefits and environmental benefits for all stakeholders helps correct the “unsustainable” impact of the classical view. Good leaders must know the desires of all stakeholders and manage their expectations so that gaps don’t develop between what is expected and what is delivered. Otherwise, we know too well that we as business leaders will see our decision latitude decrease, government regulation increase and business organizations continue to lose the trust and confidence of society.

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Some History of the Center for Leadership

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a Competitive Marketplace and Marketing Strategy to Engage the Online Customer.

Knowledge sharing about leadership and business is an additional arm of the CFL's strategy, and the CFL has been called upon to provide keynote speakers, make comments for local news and talk shows, and publish commentary in local publications.

Another accomplishment of the CFL in 2009 was recruiting an 11-member board from businesses across the Tampa area including Bank of America, USAA, Time Customer Service, Citi Corp, Switch and Data, Raymond James, T. Rowe Price and several other local firms. The board will assist in networking and promoting the activities of the CFL and to develop

new opportunities for the center. We welcome this group and are glad to receive direction and ideas from each one of them.

Finally, I want to emphasize that the vision of our college is to become the best business school in the Southeast for developing world business leaders. What does that mean? It means that we become the best institution in developing our students in taking the right course of action. This is different than making them good managers. In the words of Peter Drucker and Warren Bennis, two respected names in leadership, leadership is deciding the best course of action, while management follows leadership to find the best ways to get there. We are quite serious about our mission of providing outstanding education and about our vision of becoming the best school for developing business leaders.



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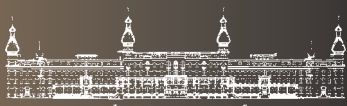
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