



tampa bay leadership review

WHERE IS LEADERSHIP WITHOUT CIVILITY?

by **F. Frank Ghannadian, Ph.D.**

The first I had heard about any rules for civility was when I studied the life of our first president, George Washington, and I learned that, by the age of sixteen, he had copied out by hand *110 Rules of Civility & Decent Behavior in Company and Conversation*. These rules came from a book composed by French Jesuits in the 16th century. This exercise to enhance penmanship led to building the character of the country's first president.

Many of the rules he penned may sound silly to a modern pundit. Some examples are:

Rule No. 1: Every action done in company, ought to be with some sign of respect to those that are present.

Rule No. 22: Show not yourself glad at the misfortune of another though he were your enemy.

Rule No. 110: Labor to keep alive in your breast that little spark of celestial fire called conscience.

It would be easy to dismiss these rules as outdated and only appropriate to the 18th-century English aristocracy; however, these simple rules on how to treat others remind us of the importance of looking beyond the narrow focus of our own self-interest. There is a close resonance here with the words of P.M. Forni, co-founder of The Civility Initiative at Johns Hopkins University and author of *Choosing Civility*, who visited The University of Tampa in October.

Forni defines civility as, "A benevolent awareness of others." Accordingly, we are civil when we care about others and treat them well. Forni identifies four cornerstones to civility: Life is a relational experience; the quality of our life depends on our relationships; the quality of our relationship depends on our relationship skills; and our relationship skills depend on our civility and manners. Forni (2002) has his own rules, which he calls the "Twenty-five Rules of Considerate Conduct":

Rule No. 14: Respect other people's time.

Rule No. 21: Think twice before asking for favors.

Rule No. 23: Accept and give constructive criticism.

In addition, Forni believes that a leader is a "manager of hope;" and as a result, he or she must show people the way. The leader today manages a workplace of unprecedented diversity as



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people from a variety of backgrounds, cultures and religions work together under one roof.

Does civility mean that a leader or manager must sacrifice control in the pursuit of niceness? Forni says that leaders need to be authoritative but not authoritarian. He also says nice people do not finish last, especially not smart people.

Forni cites the following traits as responsible for societal incivility: Lack of restraint, lack of time, stress, anonymity and insecurity. All of these characteristics are fundamental dangers in any leadership scenario. With lack of restraint, a leader loses his leadership grip; with lack of time for employees, the leader can lose those who he leads. Each of these miscues can cause incivility and lead to poor leadership.

Leadership requires trust, love, honesty and giving honor to all people. One book of note is James Hunter's *The World's Most Powerful Leadership Principle* (2004). In the book, Hunter encourages leaders to remember that to lead is to serve and to tolerate imperfections, saying, "After all, anyone could lead perfect people, if only there were any."

Civility and leadership actually go hand in hand, just as ethical behavior and civility go hand in hand. Without civility there is no ethical behavior and, at the same time, there is no good leadership.

The importance of the message of civility is the good that comes to one through this type of behavior. Forni tells his students to think about petting their dog or cat, asking how they feel when

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P.M. Forni visited the UT campus on Oct. 6 to kick off the Fall 2011 Deans' Initiative on Civility.

FROM JEFFERSON TO JOBS — AMERICANS ARE INNOVATORS

by Pam Iorio

It rests on his desk in the room he called “The Cabinet,” a study adjacent to his bedroom. The space seems small compared to today’s modern homes; simple and sparse. The device is a machine that enabled him to duplicate letters in his own hand, an innovation of our third president and writer of the Declaration of Independence, Thomas Jefferson.

I toured Monticello, Jefferson’s magnificent home perched atop the hills of Virginia, during the 2011 Jefferson Innovation Summit sponsored by the Darden School of Business at the University of Virginia. I was one of dozens of delegates from across the country who gathered to discuss our future role as an “innovation nation.” Impressive minds and some of the nation’s most successful CEOs tackled issues such as needed improvements in our educational system, tax code, immigration policies and culture that could encourage entrepreneurship and spark greater innovation. Thoughtful and credible, these leaders had already blazed new trails and realized tremendous success in their respective fields and wanted to further contribute to our country’s future.

The summit occurred shortly after the death of Steve Jobs, and his achievements were constantly noted during the course of our discussions. Holding my iPhone I stopped to think about the letter copying machine I had seen in Jefferson’s home. My conclusion: from Jefferson to Jobs, we have always been an innovation nation. We find ourselves now, in the second decade of the 21st century, wrestling with a dual problem of perception and leadership — the belief that our country lacks the capacity to stay competitive in the global economy.

Since leaving office as Tampa’s mayor in April 2011, I have met an array of entrepreneurs who seem unaware of limitations. Every week I meet an entrepreneur with a new idea and a growing business. I see innovation and fresh ideas coming from all quarters: technology, energy, health care and education. Yes, there are obstacles to overcome in starting a new venture, but I see optimism and a can-do spirit amongst the people I encounter. Their actions contrast what I hear from so many “leaders” who describe the litany of ills affecting our country with no real solutions or fresh ideas.

Success comes to those who see the future as better than today. Our challenges are many but so are ideas to meet those challenges. At the Innovation Summit the group identified ways in which our educational system could better develop entrepreneurial leaders, how to redesign our tax system to encourage more investments in research and development and new ventures, and how a more nimble and harmonized regulatory system could aid in the approval of new inventions. Speakers



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advocated encouraging a culture that celebrates risk-taking and recognizes the achievements of entrepreneurs.

Setbacks are nothing new to entrepreneurs. By now we are all acquainted with the story of Steve Jobs being forced out of the company he founded only to return later and lead it to new heights. Great leaders have a resilient nature — our Founding Fathers stand as a testament to resiliency against unbelievable odds. The story of our country is one of adaptation, growth and progress. To suggest that our best days are behind us reflects a lack of inspired leadership.

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Inaugural Sustainable Leadership Program Completes First Series

Beginning in the spring of 2011, this experiential series of six modules was designed to equip graduate students and young managers with knowledge and application of the best practices to achieve sustainability in a variety of fields in business. Over the course of the last three semesters, we have offered:

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Donald Flagg, Ph.D.

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Brian T. Kench, Ph.D.
- Effective Strategies in the New Normal
Susan D. Steiner, Ph.D.

For more information on our Spring 2012 series, visit www.ut.edu/cfl/.



A group of UT students take a break from the lecture.

WHAT'S IN YOUR LEADERSHIP "HOCKEY BAG?"

by **Bella L. Galperin, Ph.D.**

With the beginning of a new season, it's time to get your cold weather gear out of your closet whether your intention is to support our hockey team by wearing a hockey jersey of the Tampa Bay Lightning or sharpening your ice skates to enjoy a leisurely skate at one of our local rinks. For those who are interested in playing the sport, it's important to make sure all the necessary gear is in the hockey bag — a pair of skates, a stick with a replacement blade, pucks, tape, gloves, helmet and other protective gear such as a mouth guard, elbow pads, shin guards, shoulder pads, neck guard, gloves and pants.

How about those who enjoy practicing leadership? What type of gear would you find in your leadership "hockey bag"? At our fall TECO Energy Center for Leadership Speaker Series, we had the pleasure to host Steve Griggs, chief operating officer of Tampa Bay Sports and Entertainment (TBSE). The organization's subsidiaries include the Tampa Bay Lightning, a National Hockey League (NHL) team; the Tampa Bay Storm, an Arena Football League (AFL) team; and the Tampa Bay Times Forum. According to Griggs, leaders need the right equipment to succeed. Griggs noted, "I played hockey; always have, still do. When you play hockey, you need to have the right gear in your bag and you got to put on all your equipment. Just like in leadership, you got to have the right equipment." In his analogy, he stated that a leadership "hockey bag" contains the following:

Compelling vision and values: Griggs explained that a world-class organization must have a compelling vision and innovative values. When the vision and values are convincing, people will more likely accept the organizational culture. Griggs recalled that earlier in his career he bought into the vision of Richard Peddie, president and CEO of Maple Leaf Sports and Entertainment.



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Students and professors at Steve Griggs' presentation.

During the presentation, Griggs displayed obvious passion about the vision at TBSE. He remembered current owner of the Tampa Bay Lightning Jeffrey Vinik's dreams about bringing another Stanley Cup to the Tampa Bay area. At TBSE, the vision is to become "a world class organization winning at the highest level and unifying Tampa Bay through the power of Lightning hockey and legendary events." The values include excellence, innovation, competitiveness, respectfulness, relentlessness and authenticity.

Communication: According to Griggs, effective two-way communication solves 80 percent of all problems. When Griggs worked at Maple Leaf Sports & Entertainment there was good communication despite the lack of email at the time. Similarly, TBSE also stresses effective communication. Griggs emphasized the importance of timely and plentiful communication.

Developing people: Griggs feels that leadership is about developing people, and a leader must develop and challenge his subordinates daily. Despite the high sales that Griggs has achieved, he noted, "I want to be remembered for the people that I have trained." Griggs is glad that the people whom he has developed in the past have advanced in their careers.

Walk the talk: Griggs recalled that Richard Peddie used to walk through the building every night, picking up trash and talking to the employees. He noted that when subordinates see their leader put forth the extra effort, they will more likely go beyond the call of duty. "Leadership isn't about demanding authority, it's about creating a team," Griggs said. "Like in hockey, I'm willing to go into that corner and fight for that puck, just like anyone else. It doesn't matter if I'm a first-liner, second-liner or a fourth-liner, walking the talk is very important."

Recognition: Griggs makes the effort to reward immediately and specifically by using personal communication and emails. Since people enjoy recognition and reward regardless of their organizational position, Griggs acknowledges everyone.

Being a cheerleader: Being a cheerleader is essential for leadership. People need to first believe in their organization before promoting its beliefs and values to others. "Tod Liewicke, my boss, is probably one of the most charismatic leaders you'll ever meet. He energizes our organization," Griggs noted. During the presentation, it was evident that Griggs is a cheerleader and is committed to the excellence of the organization.

Griggs admitted that he does not have all the necessary items in his leadership hockey bag and needs to rely on others to accomplish the organizational goals. He is determined to make the effort to improve himself and to challenge others to develop. "While history shows us there is no common background for leadership, somehow great leaders make things happen and that's what I've been able to see in my career...watching my great leaders make things happen," Griggs stated.

Griggs ended his presentation, with some advice: "For all the students that are in here, don't go for the dollars. Find the best

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Where is Leadership Without Civility?

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they do it. The answer is usually “great,” so no wonder that civil leaders are not only ethical but are actually healthier. My academic side needs more data and empirical proof of this approach, but my heart doesn’t think this philosophy is far away from the truth.



P.M. Forni and Ciarra Joyner, Conduct and Orientation Coordinator.

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From Jefferson to Jobs — Americans are Innovators

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Our country has always created new and better ways of doing business and of living our lives. In the college students with whom I interact in my capacity as leader-in-residence at The University of Tampa, I see smart, technologically savvy and curious future leaders. More importantly, they see themselves as part of America’s future, successful and contributing members of our society. They demonstrate the kind of leadership that will frame our role as an innovation nation of the 21st century.

Let’s take the fresh ideas from thought leaders across this country and start making needed changes to old ways of doing business, and let’s remember that effective leadership starts with an optimistic, can-do attitude about the future.

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What’s in Your Leadership “Hockey Bag?”

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organization, the one that will develop you as a leader. If there are great people there, everything else will fall into place.”

Steve Griggs, thank you for reminding us of the importance of leadership development and of challenging ourselves to make a difference and to stay true to our core values. You have certainly inspired me to sharpen my own skates before heading to the rink.

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America's Top Directors Step into the Spotlight at the Seventh Annual Florida Directors' Institute

On Oct. 28, 2011, the Sykes College of Business held its seventh annual Florida Directors' Institute program in partnership with Hill Ward Henderson and Ernst & Young LLP. The institute delivers short programs with seasoned perspectives on best boardroom practices, with a focus on practical real-life solutions. The institute is designed for directors of publicly traded and significant private corporations.



David D. Dyer, Jerry Fowden, Brian D. Jellison and John B. Ramil discuss "Gaining Strategic Value from Your Board of Directors" during the lunch panel.

This highly regarded program was attended by over 150 individuals spanning the country from Florida, Louisiana, Michigan, South Carolina, Virginia and California. Additionally, many of Tampa's most significant public companies such as HSN Inc., Jabil Circuit, Raymond James, TECO Energy Inc. and Tech Data Corporation were able to participate.

The 2011 sponsors included TECO Energy, Korn/Ferry International, Raymond James, Aon, Gibson, Dunn & Crutcher LLP, niri Central Florida Chapter, RR Donnelley, *Florida Trend*, NASDAQ OMX, Florida Venture Forum and NACD Florida Chapter. These partners are integral to the institute's success, helping to bring world-class speakers and promoting the event to clients and colleagues.

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