



tampa bay leadership review

HARRY TRUMAN'S LEADERSHIP SECRETS; WHY THEY ARE IMPORTANT TO ALL LEADERS, EVEN TODAY!

by F. Frank Ghannadian, Ph.D., Dean, Sykes College of Business

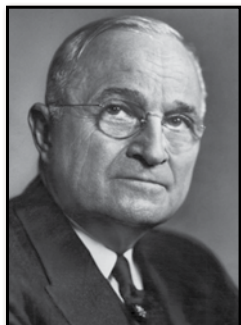
When a student of leadership looks into presidential leadership in the 20th century, they cannot ignore the presidency of Harry Truman. Democrats and Republicans both have praised Truman as one of the greatest leaders of the 20th century. One cannot forget the famous picture of Truman as he disregarded the polls and showed off the front cover of the famously mistaken *Chicago Tribune* headline, "Dewey Defeats Truman" in the 1948 election. Harry Truman was president from 1945 until 1953. Almost two terms.



F. Frank Ghannadian, Ph.D.

What makes Truman's presidency different from others were the circumstances of his coming to office. President Franklin D. Roosevelt died 12 weeks into his fourth term, and Harry Truman became, overnight, one of the most powerful leaders of the free world on April 12, 1945. Having only been vice president for a short time, Truman had to deal with the end of World War II, the sensitive relations with communist Russia, who was an ally against Germany, and the atomic bomb decisions on Hiroshima and Nagasaki. Truman took full responsibility for the atomic bomb decision, writing in his memoirs, "The blood is on my hands." Truman's character was unwavering. He didn't fret endlessly over his decisions and later recalled, "All my life, whenever it comes time to make a decision, I make it and forget about it." He believed that, at some point, all leaders must make hard decisions and that it was necessary that they not allow themselves to become paralyzed by endless reflection.

Jim Collins' famous book *Good to Great*, discusses a new leadership term known as a level 5 leader. A level 5 leader is someone who, as an executive or leader, is able to elevate an organization from mediocrity to sustainable excellence. Jim Collins states that this does not require



Harry S. Truman,
33rd President of the United
States (1945-1953)

larger than life leaders but a formula for success, which has two ingredients: humility and strong will. Truman was truly an underdog and a humble individual with a strong will for success. It is rare that an individual or leader be so underestimated. The great Winston Churchill was once quoted stating that he did not expect that someone like Truman, who replaced a great man like Roosevelt, would achieve as much as he did. Churchill supposedly apologized to Truman and said no man had done so much to save Western Civilization as Truman. President Truman's

leadership wisdom was vast and studied by many. Below are six lessons of leadership, many of which were written specifically about Truman and his demonstration of leadership:

- 1) **Don't confuse your personal self with the institutional position:** Presidents, CEOs and leaders are sometimes treated as kings in their own land, and many tell them that they are the greatest and best, etc. This is especially true when it comes to the position of president of the United States. A person in this position must remember that the honors and the salutes are not for them but for the position.
- 2) **Leadership is not a popularity contest:** Truman tried very hard during his first term to lay the groundwork for the Marshall Plan (an American initiative to provide economic assistance to Western Europe following the end of World War II), the Truman Doctrine, civil rights, national health insurance and more. At the time, Truman's popularity was the lowest of any president. He indicated that leaders are often abused by doing the right thing rather than doing nothing. The important lesson is that your results are what count.
- 3) **Leaders must be good listeners and good learners to execute their strategies:** Truman was a good president because of his ability to listen with self-discipline and openness. As most leaders are not experts in everything, they must learn from experts, as their competence will be measured by the quality of information they can absorb to arrive at a critical decision.
- 4) **Leaders must be outstanding communicators:** To ensure success, a leader must communicate effectively at all levels. This means that at all levels they must understand the command and be able to execute it firmly. Truman's ability to define a vision for the nation and then persistently pursue it was the key to success.
- 5) **Leaders who assume more responsibility are more successful:** The more responsibility a leader assumes, the more he or she will develop and strive for excellence. Truman's Marshall Plan saved Europe, the Berlin Airlift saved West Berlin and stopped Soviet domination of Europe and more.
- 6) **Leaders must never compromise their standards:** Truman stood his ground in his personal beliefs and would not compromise his basic principles. Truman was not afraid to accept responsibility and admit to his errors. Leaders are responsible for all who work for them. The mistake of an employee is the mistake of a leader too. This has to be qualified by employees being supported by their leaders.

continued on page 2

Harry Truman's Leadership Secrets; Why they are Important to all Leaders, Even Today!

continued from page 1

Truman's greatness was noticed after he left office, and his pension was mediocre by today's standards. Following his presidency, Truman was offered corporate board memberships and other high-level positions, which he declined. He knew the offers were because of his presidency and he would say that is not for sale. Even in 1971, when Congress was to award him the Medal of Honor on his 87th birthday, he refused it, stating "I don't consider that I have done anything which should be the reason for any award, Congressional or otherwise." He was a truly great level 5 leader at the right time.

THE ATTRIBUTES AND COMPETENCIES FOUND IN REAL LEADERS

by Mark Hertling, Lieutenant General, U.S. Army (Ret.), Author of "Growing Physician Leaders: Empowering Doctors to Improve Our Healthcare"

On Feb. 22, 2017, I had the opportunity to speak to student leaders from The University of Tampa and influential business leaders from the Tampa Bay area at the TECO Energy Center for Leadership's 2017 Leadership Summit on "Empowering Growing Leaders!" I proposed that the Army's leadership model could be readily applied in various professions and businesses. As I presented in the Socratic method (prompting those in the audience to present their views and insights), the audience was engaged and energized with questions and comments during the morning.

The presentation began with an easy request thrown to the audience: close your eyes, and think about who you know that is a great leader. Like many times before, I watched a room full of people with closed eyes start to smile as they reflected on a very positive



**Lt. Gen. (retired)
Mark Hertling**



Mark Hertling (pictured bottom left) alongside influential panelists and UT leaders and faculty at the 2017 Leadership Summit in February.

experience they had with someone who had touched their lives. Asking the audience to open their eyes and provide some names, many immediately provided names of their colleagues who had impressed them, relatives who had cared for them or people they had known who had positively affected their lives. Not surprisingly, a few answered with historical figures: Martin Luther King Jr., Mother Teresa, Oprah Winfrey, John F. Kennedy and Colin Powell.

I love using this drill, because after painting a mind's eye picture, it's easy to follow-up with the leader attributes and competencies which I had used through many years of my military career to polish the leadership traits and actions so necessary to lead young men and women into the toughest conditions of combat. That's because all great leaders have a few things in common.

First, every leader has a strong character and sense of self. While that is principally determined by an individual's personal background and the way he or she has grown up, it's also formed by what the person believes as exhibited through values, their culture, what they have determined to be their personal mission statement and their exhibition of humility and empathy. These things describe how a leader sees themselves. Secondly, they have a certain presence, bounded by confidence (not cockiness); physical, emotional and spiritual fitness and resilience; posture; and interest in others. These things describe how the leader is seen by others. Finally, real leaders have a keen intellect, studying their profession or business, understanding the roles people and processes play, the development of a keen element of "savvy," and an adaptability and agility in their thought.

All these attributes contribute to how a leader sees himself or herself, how others see them and how they see the world...through a constant search for knowledge and the way they apply it. Once a leader defines these things for themselves, they can then begin interacting with others; leaders can begin to understand the needed competencies that contribute to the dyadic relationships that are at the core of all successful leadership exchanges and positive organizational or team dynamics.

A leader's competencies center around how a leader builds trust with her followers, how he finds ways to develop those he cares for and how he or she acts in such a way that will contribute to accomplishing organizational goals or objectives. There are deep levels in each of these that make them much more difficult than they appear. But a dedicated leader will find ways — from methods of communication, to leading by example, to always showing integrity in words and deeds — to build trust. A caring leader who is interested in growing the future generation will, as part of the development methods used to improve their teams, pay a lot of attention to teaching, training, providing performance counseling, coaching and mentoring those they supervise and direct...and each of those developmental methods can't be contracted out! In asking the group to further describe their model leader, each of them reflected on how those they saw as great leaders took personal time to further develop their charges. Finally, a leader has the will and has figured out how and when to act; there is no hesitancy, little procrastination, and an innate knowledge that the "video must match the audio" when teams are watching their leaders strive toward organizational objectives or goals.

These attributes and competencies make up the Army's "Be-Know-Do" model, and over nearly four decades of service in uniform I can affirm that this model works. Applying the simplicity of these attributes and competencies in the healthcare field (where I am currently working)

continued on page 3

The Attributes and Competencies Found in Real Leaders

continued from page 2

seems to work as well. Physicians, nurses, hospital administrators, high potential mid-level executives are all applying this approach at our hospital in Orlando, and it is creating a culture change that is seeing more participation in problem solving, better teamwork in addressing healthcare challenges and an improved work environment when forming teams.

Anyone who desires to be a leader in any profession or business can quickly understand that the attributes of character, presence and intellect contribute to building trust with followers, and the competencies of leading, developing and taking action are required by any team to meet organizational objectives in the most effective and efficient manner.

But all of this takes practice, polish and a desire to learn and grow every day. Did I mention that I believe leaders are not born, they are made? In order to become a great leader, one must first desire to be a good person...and then work on polishing the diamonds of their positive traits while constantly attempting to improve those characteristics that might detract from building trust.

So, what do you think? Some might say this leadership stuff is easy. But anyone who has attempted to practice it knows it is extremely difficult and requires a lot of work. But, if any individual wants to be that person others think about when they are asked to close their eyes and think of a great leader, then a little bit of understanding of the principles and a lot of work on the approaches might just get you to that pantheon of heroes who are described as "leaders!"

Emotional Intelligence for Leaders

The University of Tampa

Sykes College of Business, JS 150

Sept. 14, 2017 • (6-9 p.m.)

Sept. 15-16, 2017 • (8:30 a.m.-4:30 p.m.)

This 3-day certificate program is for managers, leaders, or anyone who wants to enhance their overall performance and create a healthy, productive workplace and organizational culture.

Tuition:

Early Bird Registration: \$1,395 (Available for a limited time)

SoEI Member: \$1,495 (Membership verified upon registration)

Non-member: \$1,595

(Military and group discounts available upon request)

Extra Feature: Each attendee will receive up to three complimentary 30-minute coaching sessions after completing the program.



Registration Required: <https://emotionalintelligenceforleaders2017.eventbrite.com>

For questions about the program, please contact:

Whitney Vance | Coordinator, COB Operations | The University of Tampa | JS 105 | wvance@ut.edu | (813) 257-3782

SYMBOL OF EDUCATIONAL EXCELLENCE

Modern Advances in Leadership Certificate Program

Aug. 29–Nov. 21 • 6-9 p.m. (select Tuesday evenings)

The University of Tampa Sykes College of Business, JS 131



This certificate program in leadership is designed to provide transformative and interactive learning experiences for individuals and organizations seeking to refresh, re-equip or advance their leadership skills. Each course, throughout the program, focuses on a unique area of leadership prominent in the ever-changing business world. The interactive approach in this program teaches both future and current business leaders how to implement unique leadership practice.

The program is open to UT graduate students and beginning-mid level professionals in the business community who seek further leadership development. Leaders with three or more years of experience are encouraged to apply. Participants will receive a certificate upon completion of the program.

Program Objectives:

- Sharpen your leadership acumen
- Improve your leadership mindset
- Enhance your negotiation skills
- Develop your entrepreneurial leadership spirit
- Discover your potential through team leadership
- Understand the contextual factors in the workplace

Tuition:

Early Bird Registration: \$1,350 (Available for a limited time)

Non-Profit Organization Registration: \$1,350

General Registration: \$1,500

For questions about this program, please contact: **Whitney Vance** | Coordinator, COB Operations | The University of Tampa | wvance@ut.edu | (813) 257-3782

For more information, visit: www.ut.edu/cfl/leadershipdevelopment/

Register by Wednesday, Aug. 23, 2017

www.ut.edu/cfl/leadershipdevelopment

Registration required

UT graduate students register via SpartanWeb

As part of this program, each participant will receive three complimentary leadership coaching sessions by professional coaches.

THE LEADERSHIP OF DR. JEKYLL AND MR. HYDE

by Weston Smith, Fraud Prevention and Ethics Advocate at ChalkLine Solutions Inc.

The story *Dr. Jekyll and Mr. Hyde*, by Robert Louis Stevenson, is a tale of a well-respected London physician, Dr. Jekyll, whose experiments in chemicals create an evil Mr. Hyde who commits horrendous and animalistic crimes. It's a classic fictional story that has led to many discussions of the good and evil inside of one person. In life, can a person have many positive traits yet also commit unsavory behavior? In the business world, can a Dr. Jekyll rise into a position of leadership but manage and even motivate as a Mr. Hyde?



Weston Smith

When we consider the strengths of an effective leader, we typically think of someone with charisma, inspiration, smarts and vision. Perhaps we also think of a person who is creative, evokes confidence and is energetic. These are all traits we hope to see in our leaders.

A charismatic leader can provide sizzle and produce a passion for results within employees. An inspiring leader can shine the light from the end of a tunnel and inspire followers to persevere. A smart leader uses an analytical mind in their decision making. A visionary leader is the one who is always a few steps ahead and sets the pace for desired results. The creative leader visualizes new plans, strategies and ideas and follows through with a focused yet flexible strategy. An effective leader instills confidence. Like a scrappy bunch of basketball players making it to the Final Four, a talented team can't meet its full potential without confidence in their leadership. Finally, an energetic leader is the spark. Energetic leadership is a coveted renewable energy as it redevelops and kindles through all ranks of an organization.

These are all very positive traits, right? Yes, but let's dive deeper. Can a charismatic leader use that same charm to coerce unethical activities? Can an inspiring leader inspire others to do right *or wrong*? Can a smart leader use their capacity to circumvent laws, rules and regulations? What if the leader's underlying vision isn't altruistic, but instead is entirely self-serving at the expense of others?

What about creativity? Many scams, schemes and frauds have been the result of creative thinking. Too creative. The same energy could have been expended towards something worthy. Confident leaders may lead their troops into battle, but can that same confidence be abused to lead into the wrong fights? Energy is truly contagious. A healthy energy will promote real growth like blooms on a tree, but misdirected energy can grow like cancer.

Warren Buffett, in an annual report to shareholders, wrote "In recent years, probity has eroded. Many major corporations still play things straight, but a significant and growing number of otherwise high grade managers — CEOs you would be happy to have as spouses for your children or as trustees under your will — have come to view that it's okay to manipulate earnings to satisfy what they believe are Wall Street's desires. Indeed, many CEOs think this kind of manipulation is not only okay, but actually their duty."

In other words, the very same traits that can make a person a strong effective leader can also be abused to lead and direct illicit behavior. How do we effectively respond to a Jekyll and Hyde leadership? How do we avoid the trap of becoming a Jekyll and Hyde leader?

I'm a former CFO of a Fortune 500 company. Our underlying business plan was strong, and we were strongly committed to clinical excellence. The company was a darling of Wall Street and issued proud announcements of consistently meeting its expectations. We were "the place" to work. The power and prestige of the company reached beyond health care and grasped high into politics and professional sports.

The image of the company was polished for the public and put on display like a sparkling diamond in a glass case. However, underneath the glittering public image laid a company involved in a multi-year, multi-billion dollar financial statement fraud. When things finally unraveled, I went from a C-Suite office to a bunk bed in federal prison. Our leadership was a reflection of Dr. Jekyll and Mr. Hyde. Our Dr. Jekyll leadership was charismatic, energetic, motivating and inspiring. Our Mr. Hyde leadership was one of intimidation, greed and narcissism. And I bought into it. Shame on me.

You must truly know and understand the culture of your company. I'm not referring to a published code of conduct or mission statement. What is most important to the leadership? And what means will they use to meet those ends? Money is and always will be a strong motivator. There's nothing wrong with seeking financial independence and providing for one's family. The problem begins when the pursuit of the almighty dollar controls all decisions and choices, despite the carnage it may create for others.

When I first met my eventual boss and CEO during an interview, he spent only five minutes asking about my professional background. He then launched into a sales pitch of the tremendous wealth potential I could realize with the new job. He went on to belittle where I was currently working and my earnings trajectory there. I was hungry. I wanted to become a part of this budding company. Is there anything inherently wrong with that CEO's hard sell? No. He was being a salesman. He was charismatic, smart, inspiring and motivational. It wasn't until I bought in that I realized those positive traits would be used in a negative manner.

Am I blaming my former boss for the trouble that I got into? No, not at all. At the end of the day I only have myself to blame. Yet it's important for you to recognize Jekyll and Hyde leadership and the correct response. It's even more important to recognize your own strengths and weaknesses and how to become a strong, ethical leader.

continued on page 5



Weston Smith (second from left) stands alongside UT leaders and faculty (from left to right), Dr. Robert Marley, Dr. Bella Galperin, and Dean Ghannadian at the Ethical Leadership Speaker Series in March.

The Leadership of Dr. Jekyll and Mr. Hyde

continued from page 4

In the Wall Street world of publicly traded companies, Earnings Per Share (EPS) becomes the report card. Investors may latch on to the next great idea, but ultimately these become expectations. Thus jobs may be made or lost depending on the earnings of a company, and financial pressures will be strong. The effective leader manages expectations. This person knows the risk and reward of short-term objectives, but knows how to set the bar for long-term successes. This becomes a balancing act when Wall Street is focused on quarterly results. Yet I firmly believe leadership is rewarded when there is a commitment to long-term value and shortcuts aren't taken to reach goals.

Marianne M. Jennings, J.D., writes in *The Seven Signs of Ethical Collapse*, "A little fear of the CEO is not a bad thing. The fear of telling the CEO the truth is." An intimidating, forceful boss isn't necessarily a bad sign. A leader frequently must make unpopular decisions for the long-term viability and growth of their company. Yet a line is crossed when a CEO's brute oppression is intended to lead subordinates to illicit behavior. This leadership style makes illicit behavior less painful, albeit temporarily, vs. delivering disappointing results to the boss. When going along is less painful than doing the right thing, it's time to find a new job!

Inspiring leaders accept ownership for losses and praise others for victories. When an employee sees their boss assume equity in a failure, they'll be much more motivated to strive for success. Naturally, repeated failures by an employee will lead to an early exit, but when they see shared wins and losses, they'll be more inspired to correct their own failures. It's basically a social compact of reciprocity. If someone is patient with me through adversity, I'll feel a sense of obligation, or reciprocity, to get it right the second time.

So how do you reconcile a dominating leader with a "win at any cost" mentality? How do you massage the ego of a narcissistic boss who cares more about the ends than the means? To answer that, you must first ask yourself "have I become enslaved to this business?" Have you set your lifestyle at a level where you can't walk from this job, or have you prudently saved and lived within your means? An unscrupulous leader will take advantage of a person wearing golden handcuffs. Secondly, do you truly believe in your company? Is this a place where you want to be long-term or are you passing time, looking for another opportunity? If the answer is the latter, standing up to the boss probably isn't worthwhile. Move on. Other opportunities in a more ethical environment exist.

So let's assume this is a job or career that you want to stay with, despite the fact the boss expects results regardless of the legality or ethics involved. Engage in a one-on-one conversation. Swallow your pride and feed the boss's ego. Pay the person a compliment. "You're building a great business," or "we have so much potential." That satisfies their need for aggrandizement. Yet quickly follow with something like "we won't reach our full long-term potential if we take these short cuts now." Don't shy from full disclosure. If a boss is suggesting or implying illicit behavior, let them hear exactly what they are demanding, including the implications of the fork in the road. Hopefully the frank discussion will lead to positive change. Then again, you may be shown the door. If so, congratulations! You'll be a better person for it in the long run.

How do you become an effective, ethical disciplined leader?

- 1) **Set goals.** What are your one-year, five-year and 10-year goals? Don't go beyond 10 years; things change!
- 2) **Set priorities.** To achieve your goals, multiple choices and opportunities must be prioritized.
- 3) **Keep perspective.** Our lives evolve in ways we can't imagine. What might seem like a loss today may someday, with the wisdom of hindsight, be understood later as a victory.
- 4) **Balance your personal and professional life.** It's hard to put food on the table if your entire focus is on your personal life. A life focused solely on professional accomplishments can also be very lonely. Achieve balance.
- 5) **Remember your roots.** Stay strong to your principles. Don't get drunk with your successes. Give yourself sobriety checks along the way. If you don't know what your roots are, do some digging. Find out who you are and what you stand for long before being tested on your ethical fortitude.

Our friend Dr. Jekyll's intellect was offset by his lack of discernment. Discernment is the key ingredient in leading with wisdom versus leading with emotion. Are you exercising discernment in all that you do?

About the writer: Weston Smith was hired by HealthSouth Corporation during its infancy, and ultimately became CFO of the company. However, underneath the persona of success, Smith was a participant in a financial statement fraud that ran for more than 15 years, with earnings overstated over \$3 billion. Weston eventually voluntarily exposed the fraud and accepted the consequences of his former actions. He was a testifying witness in the criminal case against the company's former CEO, Richard Scrushy. Today Smith is a lecturer and trainer with an emphasis on fraud prevention and ethics promotion for universities, corporations and professional groups across the country and internationally.

To learn more about Weston Smith, visit:
www.ChalkLineSolutions.com

SAVE THE DATE!

TECO Energy Center for Leadership Upcoming Events

Leadership Speaker Series — Oct. 4, 2017

Featuring: Nancy Rabenold, CEO of Xcira, Inc.

Registration link: <https://leadershipspeakerseriesfall2017.eventbrite.com>

2018 Leadership Summit — Feb. 21, 2018

Featuring: Ryan Holiday, author of *Perennial Seller*, *Ego Is the Enemy*, *The Daily Stoic*, and more

For more information about upcoming events, please contact:
Whitney Vance | Coordinator, COB Operations | The University of Tampa
wvance@ut.edu | (813) 257-3782 | www.ut.edu/cfi



TECO Energy Center for Leadership

TECO Energy Center for Leadership Advisory Board

Pete Broding
Vice President
Kforce Inc.

Rod Buchen
CEO and Senior Executive Coach
The Buchen Group, LLC

Jeff Cathey
*Senior Vice President and
Senior Military Affairs Expert*
Bank of America

Gena Cox, Ph.D.
Senior Managing Consultant
IBM

Kathryn Dinsmore
*Senior Vice President,
Chief Credit Policy Officer*
The Bank of Tampa

Donna Huska
*Director, Talent Management
and Diversity*
Publix, Corporate Office

Guy King III
President
M.E. Wilson Company

Suzanne McCormick
President and CEO
United Way Suncoast

Christian McNamara
*Vice President,
Organizational
Effectiveness (Retired)*
Time Customer Service

Tracy McPhail Reed, Ph.D.
*Manager, Assessment and
Organizational Development*
TECO Services Inc.

Jennis Thomas
*Director, Organizational
Effectiveness*
Time Customer Service

John Townsend
Senior Vice President
T. Rowe Price

Edward Valaitis
Managing Partner
Edison Avenue

TECO Energy Center for Leadership Faculty and Staff

F. Frank Ghannadian, Ph.D.
Dean, Sykes College of Business
Director

Bella Galperin, Ph.D.
Professor of Management
Senior Associate Director

Deirdre Dixon, Ph.D.
Assistant Professor of Management
Associate Director

Stephanie Thomason, Ph.D.
Associate Professor of Management
Associate Director

Joseph Sciafani, Ph.D.
Associate Dean for Teaching and Learning

Whitney Vance
Coordinator
Sykes College of Business Operations

We are proud to support
The University of Tampa.

Giving back to your community
is important to you — and to us.
That's why we're committed to
helping you make a difference.



Meachum, Bedy & Associates

Thomas A Meachum, CFP®
Senior Vice President
Wealth Management Advisor
Portfolio Manager
727.462.2345

Merrill Lynch
601 Cleveland Street
Suite 900
Clearwater, FL 33755
727.462.2345
www.faml.com/
meachumbedyandassociates

Life's better when we're connected®

Merrill Lynch Wealth Management makes available products and services offered by Merrill Lynch, Pierce, Fenner & Smith Incorporated, a registered broker-dealer and Member SIPC, and other subsidiaries of Bank of America Corporation.

Investment products: **Are Not FDIC Insured | Are Not Bank Guaranteed | May Lose Value**

The Bull Symbol, Life's better when we're connected and Merrill Lynch are trademarks of Bank of America Corporation.

Certified Financial Planner Board of Standards Inc. owns the certification marks CFP® and CERTIFIED FINANCIAL PLANNER™ in the U.S.

© 2017 Bank of America Corporation. All rights reserved.

ARK5Y6K9 | MLWM-124-AD | 470947PM-1016 | 10/2016

TECO Energy Center for Leadership | 401 W. Kennedy Blvd. | Box 0 | Tampa, FL 33606

(813) 257-3782 | www.ut.edu/cfl