



tampa bay leadership review

NICE GUYS DON'T FINISH LAST – DALE CARNEGIE'S PRINCIPLES FOR THE 21ST CENTURY

by Sharath Alamuri, MBA/M.S. in Finance '17 and Cameron Botts, MBA/M.S. in Finance '17

A revolutionary book when first published in 1937, and marketed as one of the world's first self-help books, Dale Carnegie's *How to Win Friends and Influence People* became an instant bestseller. Outlining principles to help people develop their social and interpersonal skills, aid in communication, conflict resolution and fulfillment of leadership potential, it filled a void keenly felt at the time. Today, a myriad of self-help books purport to do the same. But what sets Carnegie's book apart from the dime a dozen imitations? Its organization lacks the dry, unengaging, utilitarian feel of an archetypal self-help book; instead, the charm, warmth and accessibility of the writing, the timelessness of its underlying message and its impact on our personal and professional lives led us to choose *How to Win Friends and Influence People* as the subject of our article.

Just as relevant in 2016 as in the 1930s, *How to Win Friends* deftly employs anecdotes to underscore the important lessons Carnegie learned and sought to share with his readers. Carnegie's rags to riches success story, the kind that inspires and gently nudges the rest of us to work harder and do better, hinged on the belief that we can change other people's behavior by changing our behavior toward them. This simple yet profound maxim forms the linchpin of Carnegie's philosophy and its continued success. Dale Carnegie codified his ideas on leadership in the following principles:

- 1. Begin with praise and honest appreciation** – "If you must find fault, this is the way to begin. It is much easier to listen to unpleasant things after we have heard some praise of our good points."
- 2. Call attention to people's mistakes indirectly** – "How to criticize and not be hated for it can be simple. Many people begin their criticism with sincere praise followed by the word "but" and ending with a critical statement. Changing the word "but" to "and" will indirectly call attention to one's mistakes while strengthening the credibility of your statement."
- 3. Talk about your own mistakes before criticizing the other person** – "Admitting one's own mistakes, even when one hasn't corrected them, can help convince somebody to change his or her behavior."
- 4. Ask questions instead of giving direct orders** – "No one likes to take orders, instead ask questions and give suggestions. Asking questions not only makes an order more



Sharath Alamuri



Cameron Botts

palatable; it often stimulates the creativity of the person whom you ask."

5. Let the other person save face – "Even if we are right and the other person is definitely wrong, we only destroy ego by causing someone to lose face. Hurting a man or woman in his or her dignity is a crime."

6. Praise the slightest improvement and praise every improvement – "Everybody likes to be praised, but when praise is specific, it comes across as sincere."

7. Give the other person a fine reputation to live up to – "If you want to excel in that difficult leadership role of changing the attitude or behavior of others, show that you respect that person for some kind of ability."

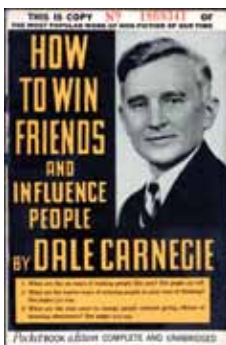
8. Use encouragement. Make the fault seem easy to correct – "Be liberal in your encouragement, for it gives hope. Making a fault seem easy to correct shows faith in the person's ability to correct it."

9. Make the other person happy about doing the thing you suggest – "People are more likely to do what you would like them to do when they, in fact, think they came to the decision to do it." (Carnegie, 1937)

The overarching themes of this book are empathy and humility; they permeate all aspects of this book and influence the message in every chapter. Surprisingly, however, Carnegie never uses the word "empathy" and uses the word "humility" just once. He alludes to empathy with words such as, "People who can put themselves in the place of other people, who can understand the workings of their minds..." (Carnegie, 1937). Empathetic leaders are widely recognized as having a salutary effect on employee morale and organizational growth. They are assets to organizations because they effectively build and maintain relationships, especially cross-cultural interactions, a critical part of leading organizations anywhere in the world (Gentry, Weber & Gohnaz, 2011).

Humility, a modest or low view of one's own importance, is widely recognized as an admirable trait in leaders. Humble leaders exert a profound influence on their organizations which translates into lasting superior performance (Collins, 2001). Carnegie's emphasis on humility is never clearer than when he states, "... imagine what humility and praise can do for you and me in our daily contacts. Rightfully used, they

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Nice Guys Don't Finish Last – Dale Carnegie's Principles for the 21st Century

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will work veritable miracles in human relations." Carnegie's principles of leadership help reinforce the belief that humility promotes sustained organizational growth.

In our daily lives, we have noticed a steady decline in civility and genuine warmth in our interpersonal interactions. Some regard terseness and bluntness as virtues because they masquerade as forthrightness and honesty, while tact and circumspection are mistaken for disingenuousness, prevarication or weakness. All of Carnegie's principles share a common thread: an exhortation to be aggressively nice to others. This advice is totally at odds and seems to counter the cutthroat, dog-eat-dog, nice-guys-finish-last picture painted of today's world. However, over the decades, a large body of research has provided evidentiary support for Carnegie's nine principles (Basford & Molberg, 2013). What is astounding is that most of this research was published decades after *How to Win Friends and Influence People* was already a household name.

According to a large national survey of managers and employees, 66 percent said their performance declined, 78 percent said their commitment to the organization declined and 12 percent said they exited the organization, as a result of their uncivil treatment (Porath & Pearson, 2009). These findings prove even more alarming because managers and organizations remain virtually unaware about what this bad behavior costs them. These numbers bring into sharp relief the need for Carnegie's teachings in today's business world. Practicing the aforementioned principles would mitigate these losses in revenue and personnel.

Civility and urbanity are palpable and recurring motifs throughout the book as well. Carnegie never patronizes the reader; his tone is unfailingly polite, well meaning, practical and devoid of pretense. It provides a refreshing alternative to the all too prevalent cynicism with its message of optimism and genuine regard for fellow humans. All of these qualities contribute to the universality and timelessness of the book's appeal. We can practice Carnegie's principles of leadership in all spheres of our lives – professional and personal, and address a wide array of issues in day-to-day social interactions. These principles form the core of Dale Carnegie Training programs in 80 countries, which have trained more than eight million people around the world. The fact that the letters of Carnegie's first name can be transposed to form the word 'LEAD' is clearly the universe's way of not-too-subtly hinting at something. We certainly think so, and eight million others agree.

If you would like to learn more about how to develop skills in human relations, communications, leadership, presentation and sales, contact Dale Carnegie Training Tampa Bay.

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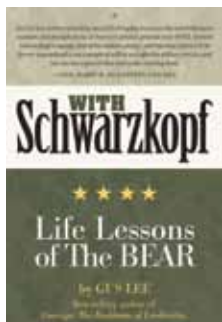
"IT'S ALWAYS ABOUT LEADERSHIP" -H. NORMAN SCHWARZKOPF

by Gus Lee, Award Winning and Best Selling Author of "Courage: The Backbone of Leadership" and "With Schwarzkopf: Life Lessons of The Bear"

Many see leadership as driving success and correctly blame its absence for failure. Warren Bennis, inventor of modern leadership, and H. Norman Schwarzkopf, once America's most inspirational leader, found that managers fail not for lack of smarts or schooling, but as a result of weaknesses in character. My fears as a West Point cadet – I tried to be liked while skirting conflict – caused others to distrust my leadership efforts. It was then that a young major named H.



Gus Lee



Norman Schwarzkopf, a.k.a. "the Bear," became my mechanical engineering professor. His leadership lessons would improve my life and later, elevate my marriage and my family.

He taught me that moral courage and acts of integrity form my character. He showed me that leadership comes not from remembering mere words in PowerPoint lectures, but from hard kinetic and guided practice of principled behaviors under game-like conditions. Becoming

a leader requires the type of training needed to become a runner or a musician. The Bear taught me to identify my quick and easy reactions to fear and stress and coached me to practice replacing those reactions with specific and initially unfamiliar behaviors of moral courage.

On Feb. 24, 2016, I had the opportunity to deliver a keynote address, "Leadership Takes Courage," at the second annual Leadership Summit at The University of Tampa, where I invited participants to join me in a kinetic exercise in courage and character that came out of my 47-year relationship with the Bear. The energy in the room revealed that a single brief exercise in courage had produced a genuine impact. In a much broader way, the Bear transformed me, the weakest leader in my cohort, to work happily in his unique niche – the transformation of self-concerned managers into courageous leaders. Such leaders thereby learn that the hardest-right, romantic action is often the most effective. I reaped the benefits of his tutelage in improved relationships and habits, increasingly finding the highest right the easiest to execute. The Bear's legacy – as embodied in me – proves that even the weakest of us, with the right tools, a measure of intent, and well-designed and coached behavioral practice, can become effective and inspirational leaders.

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"It's Always About Leadership"
-H. Norman Schwarzkopf

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Following my keynote address, I joined a distinguished panel of community leaders: Mark House, managing director, The Beck Group; Jane Castor, chief of police (retired), City of Tampa; and Suzanne McCormick, president and CEO, United Way Suncoast, and we had the opportunity to further discuss the role courage plays in leadership. The event came to a close with a series of Hot Topics in leadership round table discussions facilitated by University of Tampa students and Advisory Board members of the TECO Energy Center for Leadership. Sample topics included courage as a competitive advantage, the approaches millennial generation leaders can use to be courageous,

and the role of emotional intelligence in leadership. Based on the scintillating discussions of the day, and focusing on the revolutionary thought that courage can be developed in all persons, it was clear that "it's always about leadership," and that leadership takes courage.



Dean Ghannadian (far right), Associate Dean Morrill (third from left) and UT faculty, stand alongside influential panelists and speakers at the 2016 Leadership Summit in February.

BUILDING AN ORGANIZATIONAL CULTURE OF LEADERS THROUGH VALUES

by Bella L. Galperin, Ph.D., Professor of Management and Associate Director, TECO Energy Center for Leadership

On Oct. 1, 2015, Tony DiBenedetto, chairman and CEO of Tribridge, presented at our TECO Energy Center for Leadership Speaker Series. DiBenedetto leads the strategic direction, development and vision of Tribridge, a technology services firm specializing in business applications and cloud solutions. During his presentation entitled "Leadership in a Service Economy," DiBenedetto not only discussed the increasing role of services in the global economy, he also stressed that building an organizational culture represents the key factor in the articulation of guiding principles or values. DiBenedetto noted, "Values not only shape the people's experiences but also the success of the company." Below, are four salient values as highlighted in DiBenedetto's presentation:



Bella Galperin, Ph.D.



Tony DiBenedetto,
Chairman and CEO,
Tribridge

Tribridge would have benefited financially by accepting the full amount for the project, DiBenedetto believed the client would benefit from a less costly change in process rather than the budgeted system overhaul. He offered to do the work below the budgeted amount and it was successful. Even though the decision caused a short-term financial struggle, it best served the client and was based on honesty and integrity.

1. Honesty and Integrity

"We are always truthful and maintain high ethical standards."

Truthfulness and maintaining high ethical standards should form one of the pillars in any organization. Although one's integrity may face tests in various situations, a strong character and honesty will help him/her to prevail. DiBenedetto recalls a situation when Tribridge was only three months old and was awarded a large project. Although



Tony DiBenedetto discusses "Leadership in a Service Economy," at the Leadership Speaker Series in October.

2. Servant Leadership

"We purposefully and selflessly serve the needs of others to help them reach their full potential."

Inspired by the book, *The Servant*, by James Hunter, DiBenedetto firmly believes in the value of servant leadership. In order to be a great leader, one needs to love people and to put others' needs before his/her own. A great leader helps remove obstacles so that employees can reach their full potential. As an example of servant leadership, DiBenedetto explains that Tribridge offers assistance to team members interested in starting their own business. Tribridge has, not only assisted with business plan development, but has even partnered with team members as entrepreneurs. On many occasions, former employees have returned to work at Tribridge. DiBenedetto notes that there are approximately 25-30 "boomerang," employees who have returned to Tribridge after leaving the company. As the old adage reads, "If you love somebody, you must set them free," a great leader must help his/her employees grow and prosper.

3. Entrepreneurial Spirit

"We encourage creativity and risk-taking, empower decision making, promote continuous learning and give back to our local communities."

Overall, Tribridge is a highly entrepreneurial company and strives to offer new products and services. Although it has proved challenging to maintain the entrepreneurial and risk-taking spirit as the company has grown, DiBenedetto believes "the company is even more entrepreneurial today than it has ever been." The company practices "fast failure,"

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TECO Energy Center for Leadership

Building an Organizational Culture of Leaders through Values

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a cultural movement that empowers people to implement new ideas — to push the envelope and try something different. But if the idea doesn't work, pull the plug and quickly move on rather than trying to salvage something to the detriment of customers, team members and the business.

4. Valuing People

"We value and recognize people as individuals and develop relationships built on trust and respect."

The final principle stresses the importance of valuing people — whether on the job, in one's personal life, or in the community. In order to support its team members, Tribridge offers mentorship or

training programs but also engages in more creative processes. Over the last 10 years, DiBenedetto recalls several instances in which the company came together to help employees team members facing family tragedies, such as coping with incurable illnesses. Specifically, DiBenedetto recounted a situation in 2005 when co-workers offered to watch an employee's children, prepare dinner and run errands. Since the employee needed more support, the entire company rallied behind the family and donated their personal vacation time, which amounted to over a year of paid leave for the employee. Over time, Tribridge has formalized these actions and policies to reflect the value the company places on its people.

Overall, the above values and principles have guided Tribridge's success. One can see that many of the principles overlap and reinforce each other to build a strong culture. Effective leaders must live the core values of their organizations and passionately encourage their employees to do the same.

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