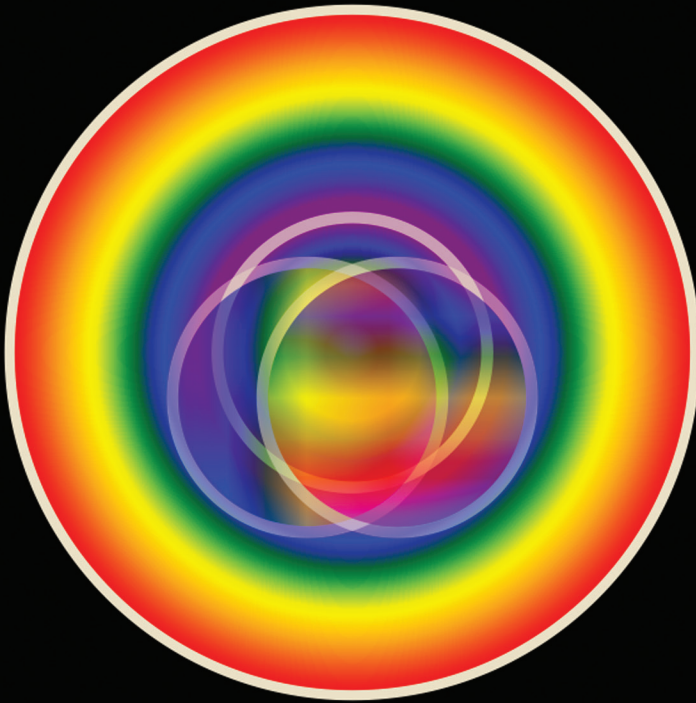


A CALL TO ACTION

B. A. NICK
AUTHOR & EDITOR



LENSES OF LEADERSHIP

A CALL TO ACTION

***“What is honored in a country
will be cultivated there”***

—Plato

For leaders everywhere.

*This book honors leaders and leadership in hopes of
cultivating more leaders and stronger leadership.*

Sample

Copies of this book can be obtained via links at:

<http://lensesofleadership.org>



Apple iBookstore:

<http://itunes.apple.com/us/book/isbn9781938078071>



LENSES OF LEADERSHIP

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LENSES OF LEADERSHIP

A CALL TO ACTION

LENSES OF LEADERSHIP is a **call to action** for all who hunger for leadership. This collection of unique and relevant essays includes submittals from a wide array of leaders — from a young student to savvy CEOs. They provide candid insights, helpful tips, memorable quotes and inspiring anecdotes about how to lead effectively and inspire others.

The collection is carefully curated by Barbara Nick, a longtime executive in the energy industry. The call to action is to cultivate leadership.

The call to action is: “do what you can, when you can,” to encourage and improve leadership. Start by engaging in conversations. Talk about leadership at the kitchen table, on the shop floor, in the board room, in places of worship, on the sports field, in the classroom, in the community, in places of government and everywhere in-between.

Join the essayists in the conversation about leadership. And, honor leaders in your life.

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EDITOR'S NOTE

B. A. NICK

There is a scarcity and a need for more leadership in every venue of life. And we, as leaders, hope that by acknowledging and honoring leadership, that scarcity will turn to abundance.

The idea of bringing together strangers to share their stories in a united effort to encourage leadership and “feed” leaders was inspired by Noel Tichy’s work.¹ His concept of a Teachable Point of View² resonated with me as a powerful way for individuals to contribute in a tangible and meaningful way.

In conversations with colleagues, legislators, family, teachers and clergy, the lament is similar — we lack leadership and engaged followers. The sentiment is that individuals in positions of power are not fulfilling the role of leader...that followers become like sheep (much like the story of *The Emperor’s New Clothes*). The solution to the myriad of issues is to create responsible leadership and engaged followers.

The consistent theme of the need for leadership left me wondering “What can I **do**?” This sprang from my impatience for listening to problems without offers for solutions. So I asked myself, “Who are our heroes?” The answer was sports figures, movie stars, supermodels and the rich and famous.

That begged the question, “Why aren’t *leaders* our heroes?” Then I thought of the quote by Plato etched on the ATHENA

Leadership Award® on my shelf, “What is honored in a country will be cultivated there.”

I realized that my small part could be to honor leaders and leadership, and *maybe* that act would encourage others to do the same. Then when we all honor small and large acts of leadership, the scarcity will turn to abundance. Just like *Stone Soup*.

As this book took form, I explained it by saying it is similar to the story theme of *Stone Soup*, a well-known folktale about the community uniting to resolve scarcity with abundance. The story is about hungry strangers inspiring generosity and action by starting a kettle of soup with a stone/nail/axe/bone. Everyone contributes a little of their best, and all enjoy the bounty.

Join me by telling your story and honoring leaders in every walk of life.

This collection of essays is similar. We are all hungry for visionary and responsible leaders and engaged followers. We all have something to contribute to improve the state of affairs in our families, schools, businesses, governments. The authors of the essays have all contributed a little of their best in hopes that we create the bounty that real leadership can bring.

The authors are as diverse as the versions of *Stone Soup*. Their ages range from 15 to 78, and they hail from Australia, Colombia, France, Pakistan, Singapore and the United States. Their backgrounds vary and include nine CEOs, a high school freshman, a global strategist, a psychiatrist, young professionals, entrepreneurs and seasoned executives.

The authors all offer unique and compelling observations. As you peruse the essays, the *call to action* is to consider their message, think deeply about what your view of leadership is and perhaps write your own essay. More importantly, take some action

to *lead* as appropriate — from the front, the back or the side.

Now a personal note on the authors. I know them all personally and have a great deal of affection, admiration and respect for each of them. Each has faced and overcome challenges and has contributed in their sphere of influence. Each has a sincere desire to “leave things better.”

The more seasoned authors hope to groom the next generation of leaders. All of these authors are heroes to me. This book is a small way to honor them for their contributions.

Their passion for leadership, their willingness to contribute an essay, their dedication to this project and their shared desire to honor and cultivate leadership has been inspiring and humbling to me.

My hope is that you are also inspired by their messages. More importantly, my hope is that you consider your lens of leadership and take action as appropriate for your unique story.

One small ingredient at a time, by offering our best, we can enjoy a world that results from an abundance of responsible leadership.

Join me by telling your story and honoring leaders in every walk of life.

Endnotes

1. Noel Tichy, Professor at the University of Michigan and author of many best selling business books, <http://noeltichy.org>
2. A Teachable Point of View is a term popularized by leadership guru, Noel Tichy. A Teachable Point of View is an individual's authentic and personal story. It defines individuals and their values and serves to communicate with and teach others. The concept is that every person has a story — and the very act of thinking about and articulating their story improves a person's effectiveness.

ESSAYS

ANSWERING THE CALL

LEADERSHIP ...

IT'S ALWAYS PERSONAL

C. RICHARD PANICO
CEO - INTEGRATED PROJECT MANAGEMENT, INC.
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While much has been written on the subject of leadership, I continue to be intrigued by the pursuit of its understanding and application. Maybe this is because leadership comes in many forms and styles. Since it is a direct result of human perspective and composition and formed by an individual's values, personality, ambition, self-assessment and valuation, conviction and desired legacy, leadership has infinite constructs. I hope my view stimulates thoughts and possibilities in others blessed with the opportunity to lead.

Leadership is the opportunity to be true to yourself while serving and influencing others. It is a deep and trusting personal relationship with yourself and with others. Leadership presents the opportunity to influence acceptance of your philosophies or ideologies and inspire others to participate in an undertaking... to pursue a vision that is inspiring and contribute to a meaningful cause.

However, leadership is not always manifested and measured

by the ability to influence others; it can be singular through the expression of and devotion to self-imposed standards and philosophies that allow you to “be true first to thyself.”

This singular expression of leadership is often manifested through fortitude that resists peer pressure, social trends and compromises to one’s ideas or value system. It is very common for parents to advise children to be their own persons and not follow others for the sake of being accepted.

Aside from this premise, leadership still requires external expression (even if it is resistance to conformity) to be recognized; otherwise, it remains latent and produces no measurable characteristic or outcome.

Leadership requires the individual to decide inner motives, as these will fuel the leadership effort.

Some choose to live in a universe of the followers. They are most content seeking actualization through others and an identity that remains behind the scenes. However, even within this construct, leadership is reflected in personal choice. For example, choosing to follow can be an act of leadership, if done freely with objectivity and a desire to contribute thoughtfully and critically. Effective followers are essential to accomplishing any team endeavor, and good leaders strive to surround themselves with engaged followers who are expressive and confident. Therefore, choosing to follow is not bad; it is simply a personal choice aligned to one’s ambitions, philosophies and desires.

I present these perspectives on choosing the singular expression of leadership or choosing to follow, to establish a contrast with the more conventional understanding of leadership, that is, the desire and opportunity to influence others toward an end.

Always personal, leadership is defined by choice and responsibility. Even under the conventional definition, the singular expression of leadership lies at its core. In choosing to lead and influence others, leaders must first be willing to define their core values and how they will measure their self-worth.

Leadership requires the individual to decide inner motives, as these will fuel the leadership effort. These motives can be altruistic or selfish; result in positive or detrimental long-term or short-term consequences for others; serve interim visions or long-term visions; or result in a variety of other objectives.

Why pursue a leadership role? I believe personal motives have cast a dark shadow on the perception of leadership. My indictment is supported by cases upon cases of countless and continual lapses in ethical judgment in virtually every formal societal structure, including, but not limited to business, education, politics and religion.

We live in times that beg for ethical and values-based leadership...leadership formed and executed through referent authority rather than positional authority...leadership that is earned through the consistent application of core values (honesty, integrity, compassion, respect, etc.), behavior, example, transparency and self-accountability. Too often, leaders are driven by the personal motive of self-preservation and reinforced by a self-evaluation that measures success based upon personal gain (wealth, extension of authority, possessions).

With this mindset, an insatiable “thirst” is created. One can always aspire to make more money, own more things, have control over more people and buy influence. This is the only explanation I have for why very wealthy and powerful individuals conspire to gain more!

Consider the individuals responsible for the downfall of Enron, Tyco, Anderson and others. What else other than greed

and ego would drive them to destroy entire organizations and wreak financial havoc on so many families? These very educated and intelligent individuals were obviously blind to anything other than what was in it for them. They had personal motives and made personal choices to deceive.

Although I pointed out well-known business cases of shameless leadership, this example is evident and becoming prevalent in so many other arenas. I refer to the example above as leadership, using the conventional and classical use of the term. However, it is not leadership by my definition, nor is it worthy of emulating; it is despotism, a total abandonment of leadership. Leadership is a responsibility and privilege. For some, as noted above, it is a responsibility to one's self. For others, it is a responsibility to serve others.

Leadership can be applied to advance good or evil; there are many historical examples of both. Leadership is not a function of position or positional authority, although it is often described and represented as such. Rather, the essence of leadership lies in the ability to gain referent authority — gaining the trust and confidence of others.

Leadership can be subject to capacity thresholds. Our individual capacities to lead vary based upon overall magnitude of responsibilities, the size and complexities of our organizations and other dynamics. This is a reality that requires honest introspection.

In my career, I observed individuals who were effective leaders in one role either choose (or were placed in) positions beyond their capabilities to lead. My point is that leadership, like other talents, has degrees of proficiency and capacity. These can be expanded with experience, desire, guidance and personal commitment.

Still, organizations may promote individuals into leadership

roles based solely upon their subject matter knowledge or functional skills. This may work well at entry and mid-level managerial roles where knowledge is synonymous with credibility and often necessary to guide functional decisions and assure quality. However, as organizational responsibilities increase, requiring the support and engagement of more people, proficiencies beyond technical knowledge are required.

Great leaders don't compromise honesty or integrity — they understand that their credibility is at stake.

There is a greater need to align and inspire people; therefore, interpersonal skills and the ability to reach people in a different way becomes increasingly important. What about the individual's personal motives? Isn't it important to understand *why* an individual seeks to climb the ladder? Shouldn't we be promoting individuals into leadership roles whose desire it is to serve others, positively impacting lives, careers and society? Should we not be looking for individuals with selfless motives? It is so important to find leaders capable of generating an organizational spirit that inspires engagement and performance and generates affiliation and retention.

If we are leading effectively, our reliance on others to perform tactical responsibilities should be growing exponentially so that we can focus more on creating a promising future for our stakeholders and developing motivating environments/cultures.

Based upon my experience, I am convinced that a motivating, collaborative, values-driven culture is the greatest competitive advantage any organization can possess. It creates an environment of possibilities and high performance. Culture is always a direct reflection of you, its leader. Leaders understand the need for and

take action to shape culture and inspire others. It is a very deep personal commitment to their legacy.

Leading is a formidable, constant and 24/7 challenge. Leaders embrace an obligation to consistently, through decisions and behavior, live up to the communicated values that guide all activities and interactions for themselves and the organization.

Great leaders don't compromise honesty or integrity — they understand that their credibility is at stake. Once lost, trust is nearly impossible to re-establish. Being in a leadership role for most of my life and career, I can attest that leadership is a lifelong personal commitment and evolutionary process.

I am absolutely amazed at what I have been able to learn and adopt as part of my approach to inspiring other human beings to accomplish more than what even some of them thought possible. After 40 years in a professional career, I still consider my leadership a work in process, always trying to hone my ability so I can better serve my organization and society.

Of all my learning experiences, I attribute my own success as a leader to a few primary factors: retaining my self-confidence and humility, learning how to listen intently, always treating others with respect and dignity, being obsessed with earning the trust of others and having the fortitude to stand up for my values, regardless of the consequences. These are my personal motives which, combined with a continual thirst for learning and passion for making a positive difference, make my journey exciting and fun.

I will end on this note: The greatest measure of leadership is the ability to gain the trust and loyalty of others — and this is personal. We have never had a greater need for values-based leaders.



C. Richard Panico is the founder, president, and CEO of the project management consulting firm Integrated Project Management Company, Inc. (IPM).

From 2001 to 2007, Rich served as chair of Chicago's DePaul University Institute for Business and Professional Ethics and continues to be an active member of its board of directors. Rich also serves as a Board Member for Midtronics, Inc. and Micron Industries.

He is actively recruited by organizations to present his philosophies on ethical conduct in the corporate world, and recently contributed to the books *Entrepreneurship — Values and Responsibility* and *The Integrity Dividend*.

Founded in 1988, IPM has served nearly 300 clients across 3,500 projects, delivering measurable results. The company has regional offices in Chicago, San Francisco, St. Louis, Boston, and Los Angeles.

LEADERSHIP AS VISION

DONALD R. MCNEELEY

CEO - CHICAGO TUBE & IRON

CHICAGO, ILLINOIS

Some are born to lead, most are not. Some aspire to lead, most cannot.

With that foundation, I reflect on my many years as a leader. When one engages in a retrospective reflection of academic pursuits, few remember their favorite or least favorite courses. However, most will remember a favorite teacher — and the one they despised. Ahhh...the joys of leadership.

Leadership could be defined as the ability to guide or inspire *others*, or to deliver *others* to a goal. Those *others* come with both baggage and personalities, and, often, the personalities *are* the baggage. Insert personalities and life immediately becomes more complex.

In leadership, people will bring you the highest of highs and the lowest of lows throughout your life. So what? Suck it up and, by all means, lead. There is nothing more frustrating in life than to see one given the leadership stewardship of others, only to have them not lead.

Leadership is sacrosanct in my book. Others have entrusted

their faith in your abilities. You, as leader, are responsible for the delivery of the followers to the premeditated outcome.

A famous quote notes “life’s a journey, not a destination.” And it is the leader who is responsible for that very journey.

Leadership is effectively summarized in Proverbs 29:18, “Where there is no vision, the people will perish.”

That’s it! Leadership is vision, and vision is different from simply managing the here and now. The road to ruin is paved with good intentions of incompetent and incapable leaders. After all, why do 44 percent of all business launches not survive the first generation, another 40 percent fail in the second, yet another 15 percent fail in the third? Only one out of every 100 businesses reaches its centennial.

In the evolution of any organization, there are periodic points of inflection where a business plan, model or objective must be rethought. The ubiquitous assault of destructive technology makes this a daily reality on shop floors and in boardrooms. Leadership must envision and anticipate those critical points of inflection. More importantly, leadership must guide the troops through those all-too-critical points of inflection.

Leadership is an honor. What better endorsement or validation of your ability is there than to have another place his/her trust in you?

Be aware however, that leadership is not a spectator sport. When given the opportunity to lead, by all means, do so. You must involve — actually immerse — yourself.

Often leadership has all the characteristics of being a contact sport. You must, at times, ruffle feathers, address and confront and make unpopular decisions. In the evolution of one’s leadership career, there will be times when you feel you are the greatest leader the world has ever experienced and, alternately, times when you question your ability and relevancy. Neither one

of those periods last very long, thus, the emotional roller coaster of leadership.

When we think of great leaders, who comes to mind? Generals MacArthur and Patton? Presidents Roosevelt, Truman or Reagan? Chancellor Churchill or Prime Minister Thatcher? How about CEO Jack Welch of G.E.? Howard Schultz of Starbucks? Steve Jobs of Apple? Jeff Bezos of Amazon?

***Leadership is sacrosanct in my book.
Others have entrusted their faith in your
abilities.***

Then again, why not Hitler? Leader? Yes. Great leader? Absolutely not! Yet, he had a leadership DNA that was successful in getting an entire nation to carry out his diabolical plan. He met an appropriate death...just six million human lives too late.

So while leading is getting people to buy into vision, *great* leadership appropriately burdens the process with an ethical platform and moral compass.

While I refer to the demonic Hitler for shock value, what about Kenneth Lay of Enron, Bernard Ebbers of MCI or Dennis Kozlowski of Tyco? So many — in fact too many — leaders have lost their way. To the leaders who are inadequately equipped, thus temporarily wearing little more than veneer of leadership, the ethical facade soon gives way to the Machiavellian approach of the end justifying the means.

Unless you are prepared to lead, please don't. Leadership is both an opportunity and an obligation. Our nation needs great leaders. Yet, they are a vanishing breed.

In this era of pre-meditated, pre-packaged, car-pooled childhoods of organized "everything," from where will the next generation of leaders who think for themselves emerge?

Leadership, when done right, is a beautiful thing. It is a life of relevancy, complete with legacy implications.

In life, one leads or one follows. While leadership is a challenge, if one is prepared, it is always better to lead than to be led. Too often people see the trappings of leadership...the power, the compensation, the lifestyle. As a CEO, I can command our employees to move 3 feet to the right. I can look up from my desk to see hundreds if not thousands of employees moving 3 feet to the right. How intoxicating!

However, what is not evident is the leader's turmoil — the pressure, the post mortem, the autopsy of decisions or the elusive peace of mind. For example, what keeps the leader awake at night is the reflection, the retrospection, the ubiquitous second guessing. *What if his/her people should NOT have moved 3 feet to the right? What if they should have moved 3 feet to the left? Or perhaps, not even moved at all?*

***Leading is getting people to buy into vision,
great leadership appropriately burdens the
process with an ethical platform and moral
compass.***

To the naïve, one might say, "Just move them back." However, in corporate reality, you can't move them ALL back.

The mistake comes with a price, and that price is attrition. In a military or medical situation, perhaps that price is paid not with jobs, but lives. For the 100 you moved the wrong way, only 80 are coming back. You've essentially played a game of chess, but the pawns were real people in real lives. Your mistake was paid for, first and foremost, by others.

I'm not sure whether leadership is nature or nurture, a result of birth order, intelligence or emotional I.Q. For me, it was

following the Golden Rule.

Give people a voice, give them respect and celebrate our differences more than our similarities. Do not fall into or evolve into a management role, but rather premeditate the process and prepare. By all means, prepare for the role.

Outside of my vocation as CEO of a steel company, I enjoy a professorship at Northwestern University, an elite university where I teach the capstone course in the graduate school. My students are truly the best in the world — they will go places, do things and make a difference in their lives and the lives of many others.

The risk of that talent is that very fine line between competence and arrogance. The entitlement of elitism must be kept in check. Through my capstone course, the last before students depart with Masters or Ph.D.s in hand, I introduce the cleaning lady, who readies our room each week. I introduce her by name three or four times throughout the course.

The final question on their exam — in effect, the final question of their academic journey — is “Please identify the name of our cleaning lady.”

As most cannot answer the question correctly, it serves its intended purpose...humility! Others quickly appeal, debating the fairness of the question (but with a zero percent success rate!)

Remember, as your leadership career evolves, success — with all the trappings and the accolades and the adoration, both real and feigned by others — please keep people in your life who will keep you grounded. Everyone needs someone that will call you on your bullshit.

Good luck! Now, go lead!

Donald McNeeley is the President and CEO of Chicago Tube & Iron Company, a steel distribution and fabrication company founded in 1914, headquartered in Chicago with ten subsidiaries. Founded upon sound free-market principles, they are celebrating 100 years of consecutive profitability, a record unmatched in the United States Steel Industry. In 2011, Dr. McNeeley was the architect of a merger of his company with Olympic Steel. The combined forces of \$1.5 billion in sales and 32 locations positions them as one of the top 10 in the nation. The combined enterprise has 2,000 employees and 5,000 dependents.



Dr. McNeeley is a professor at Northwestern University where he teaches in the graduate program at the prestigious McCormick School of Engineering. He also writes a quarterly column on the political and economic landscape for *The Wholesaler* magazine, as well as a bi-monthly blog entitled “The McNeeley View.”

Dr. McNeeley is a graduate of the Harvard Business School, University of Wisconsin, Benedictine University, and George William College. He earned his Ph.D. in Economics, an MBA, an MS in Management and Organizational Behavior and a BA in Business. His directorships, press, awards and recognitions are numerous.

TRAITS OF A WINNING LEADER

LARRY WEYERS
LEAD DIRECTOR - GREEN BAY PACKERS
GREEN BAY, WISCONSIN

(Essay not included in sample version.)

Larry Weyers, lead director of the Green Bay Packers, is the retired Chairman, President, and CEO of Integrys Energy Group, an S&P 500 holding company with \$5 billion in sales. He is a registered professional engineer, and has degrees from Doane College, Columbia University, and Harvard Business School.

During his tenure at Integrys, Weyers served on boards in banking, hospital administration, electric transmission, the paper industry, and insurance. Throughout his career, Weyers served various local, state, and national philanthropic and social organizations including Partners in Education, Forward Wisconsin, the Green Bay Area Chamber of Commerce, Competitive Wisconsin, Wisconsin Manufacturers & Commerce, Downtown Green Bay Inc, YWCA, and the Boy Scouts. He is the recipient of many awards and honors and is an avid football fan.



THE SECRET SAUCE OF LEADERSHIP

DENNIS CAGAN
TECHNOLOGY ENTREPRENEUR
DALLAS, TEXAS

(Essay not included in sample version.)

Dennis Cagan is a high-technology industry veteran and entrepreneur, having founded or co-founded more than a dozen companies. He co-founded his first software company in 1968. In 1976, he founded his fifth company, and in 1980 it was ranked #32 on the first Inc. Magazine 'Inc. 100.' His first public board seat was when he took the company public in 1981.

Cagan has served on more than 50 corporate fiduciary boards, both private and public, predominantly early and mid-stage technology companies. He is a seasoned CEO/Chairman and has been a C-level executive, venture capitalist, private investor, consultant, speaker and professional board member for more than 38 years.



AUTHENTIC LEADERSHIP QUIRKS AND ALL

ANN SENN
SENIOR PRINCIPAL - DELOITTE
MINNEAPOLIS, MINNESOTA

(Essay not included in sample version.)

Ann Senn is a senior principal at Deloitte, specializing in global strategy and organizational change. She works with leading multi-national organizations on significant, transformational change programs. Ann has held numerous senior leadership positions and is an accomplished author, speaker and educator on a wide range of leadership, business strategy, and management topics and has been honored as a Top Woman Industry Leader.

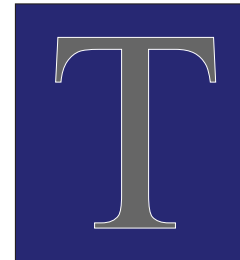


Ann serves on the Twin Cities Habitat for Humanity board of directors, with her church on missions, and with Minnetonka High School on an innovative professional studies program. She also leads Deloitte's Twin Cities 100 Wise Women, a popular program supporting the development and advancement of women leaders.

EVERY DAY LEADERS: FINDING YOUR INNER LEADER

TAYLOR
HIGH SCHOOL FRESHMAN
GREEN BAY, WISCONSIN

(Essay not included in sample version.)



Taylor is a freshman in high school. Her view of leadership has been shaped by family role models, exceptional teachers, books she reads and peers.

Taylor participates in school activities, babysits and enjoys time with her friends.

LEADERSHIP: GROWING PEOPLE

RAJAN SHETH

CEO - MEAD & HUNT

MADISON, WISCONSIN

(Essay not included in sample version.)

Rajan Sheth is CEO of Mead & Hunt, Inc., a leading architectural and engineering consulting firm. Rajan Sheth joined Mead & Hunt in 1977 as a structural engineer. Sheth has been chairman of the Board and CEO of the company since 1994.

In the past 20 years under Sheth's leadership, Mead & Hunt has grown from two Wisconsin offices to 26 offices nationwide and from 100 to 500 employees, while still maintaining its values, culture and profitability.

Sheth has been instrumental in fostering an environment in which every employee is encouraged to exercise his/her creative and entrepreneurial spirit. Mead & Hunt has consistently been recognized as one of the best architectural and engineering firms in the nation for which to work and has been repeatedly listed as one of the fastest growing. Sheth is also very active in many professional and community activities.



LEADERSHIP: AN ESSENTIAL CHECKLIST

IAN GORDON

MAJOR GENERAL RETIRED MILITARY & PUBLISHER

CANBERRA, AUSTRALIA

(Editor's note: the Australian spelling conventions are retained in this essay.)

Leadership is of enduring interest to most people, especially those in the military. My toughest leadership role was in the United Nations. I learned that the most difficult leadership roles happen in situations where leaders have to get people to *want* to do things for them first.

The best leaders can do that, but it takes time, effort and talent. Everything else drifts towards bribes and coercion. That said, the best leadership approach is also affected by circumstances and culture.

In more than 40 years in the Australian Army, I developed a personal leadership checklist. The list served as a reminder to stop me from thinking that I knew more than I did and to keep me improving.

I refined the list over the years, and it has evolved. I am still adding to it.

- **Leadership is a most personal thing.** Although leaders have a role to play, play it from your heart.

- **Good leadership comes from values** but expresses itself in behaviour, so focus on your behaviours.
- **Treat people as individuals.** Know their names. Greet them by name when you see them. Ask them about themselves.
- **Assess your own leadership** constantly. Did I do it better today than yesterday? If not, why not?
- **Assess your organisation** constantly. Did we perform as well as we could? Did we do better than last time?
- **Find out everyone's birthday.** Go personally and wish them a Happy Birthday.
- **Give your talks and speeches without notes.** If you have to read it how can you ask your audience to think that you really believe it?
- **Be very well organised.** Your people will find it hard to trust you if you can't even get your own day right.
- **Know the biggest problem** that your organisation is facing every day and be involved in that.
- **Praise in public.** Admonish in private.
- **When assessing your people,** deal only with their behaviour, not their personality.
- **Get out of the office!** If you have a question for someone, go and see them if possible. Set aside time each day to just wander around talking to your people. Programme it. They'll want to tell you what they're doing.
- **Avoid sending emails** if you can — you're being paid to consult, understand, advise and decide, not type.

- **Don't take credit** for anything. Give that to your people. They'll give it back to you if you deserve it.
- If you give someone a job, **find out if it's been done properly.** Ask them to show you what they've done or report back. It's not mistrust, it's your job.
- At meetings — **be disciplined, respectful and firm.** Keep the group as small as you can. Don't leave an agenda item without a decision.
- Things are never as good or bad as they initially seem. **Don't proclaim until you know.**
- Avoid implied tasks. **If you want something done, ask someone directly.** Otherwise you get confusion and disappointment.
- **The best results come when people do things for you not because you tell them,** or even ask them, but when they want to do it for you. That means investing in your relationship first.
- Don't get angry and don't take things personally. **Respond to the behaviour not the person.** It's always easier.
- **Find important things** (not the easy things) to measure. Don't guess. This includes measuring yourself using 360 degree feedback.
- **Avoid the three great sins of leadership** — ignorance, hubris and wishful thinking.



Major General Ian Gordon graduated from the Royal Military College, Duntroon, Australia, with a Bachelor of Science Degree in 1973 and was allocated to the Royal Australian Corps of Signals. He worked in Army operational and technical staff appointments and attended the Royal Military College of Science at Shrivenham, United Kingdom. He completed the Australian Army's Command and Staff College course at Queenscliff in 1985.

He served for many years in the Australian forces and in 2001, was promoted to his current rank and posted to East Timor as the Deputy Force Commander in the United Nations Transitional Authority in East Timor. He was made an Officer of the Order of Australia in 2006 for his distinguished service to the Australian Defence Force.

He retired from the Regular Army in 2009 to become a full-time caretaker for his wife. He also runs his own publishing business, Barrallier Books, which focuses on the work of Australian authors.

PEOPLE POWER REIGNS OVER POSITION POWER

KEVIN BOUDREAU

EXECUTIVE VICE PRESIDENT - BOUDREAU CONSULTING
MESA, ARIZONA

(Essay not included in sample version.)

Kevin P. Boudreau is Executive Vice President of Boudreau Consulting LLC, a small public accounting firm in Mesa, Ariz. Kevin worked at an international public accounting firm and Fortune 500 companies prior to co-founding Boudreau Consulting, LLC.



He is a Certified Public Accountant, Certified Management Accountant, and Chartered Global Management Accountant. The Dave Ramsey Show selected Kevin as one of its Endorsed Local Providers (ELP) for tax preparation.

Kevin is active in community and civic activities; including coaching and officiating youth soccer. He is a graduate of the David A. Straz School of Business at Marquette University.

STRENGTHENING THE CURRENT

KRISTI DAEDA
MANAGEMENT CONSULTANT
CHICAGO, ILLINOIS

(Essay not included in sample version.)

Kristi Daeda has managed teams in IT, marketing and sales and spent five years as president of her own consulting and executive coaching company. She is a constant student of leadership through reading, observation and trial-and-error and a fervent believer in empowering teams to lead from every chair.

She currently heads marketing and strategic projects for a Chicago-based management consulting firm.



LEADERSHIP, A CONVICTION

LUIS ALBERTO BOTERO
PRESIDENT & CEO - TEAM
BOGOTA, COLOMBIA

(Essay not included in sample version.)

Luis Alberto Botero is CEO of TEAM, a multi-Latin company specialized in the transformation of lipids. He has worked in important Colombian companies, has broad experience in marketing and sales, as well as in directing and steering companies.

Botero is committed to excellence in leadership and the development of his team as well as organizational strategy and innovation. He is among the prominent entrepreneurial leaders of Colombia.

Botero holds a Bachelor in Business from Eafit University. He earned titles from the Advanced Management Program (AMP165) at Harvard and Latin-American CEO Management Program from Kellogg at Northwestern University.



A CASE FOR SERVANT LEADERSHIP

LAURIE RADKE

PRESIDENT & CEO - CHAMBER OF COMMERCE
GREEN BAY, WISCONSIN

(Essay not included in sample version.)

Laurie Radke is the President and CEO of the Greater Green Bay Chamber where her visionary leadership repositioned the chamber in the marketplace.

Radke has served as a community leader in economic and workforce development for over 20 years. She serves on the Bay Area Community Council Board, the Green Bay Packers Mentor-Protégé Board and the Community Leadership Council. She is a New North Chamber Coalition Member and serves on the Foundation Association Board for the University of Wisconsin-Green Bay. Radke was instrumental in establishing the chamber as a founding partner in key developments like Achieve Brown County.

Previously, Radke served as Dean of Corporate Training and Economic Development at Northeast Wisconsin Technical College working with more than 1,200 entities. She led the development of NEW Manufacturing Alliance, the Center of Entrepreneurship and an international studies program.

Radke holds a Masters of Business Administration and a bachelor's degree in Public Administration.



PARENTS, TEACHERS AND OTHER GREAT LEADERS

ROBERT SHAPIRO, MD

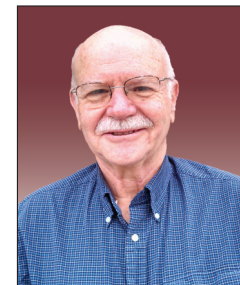
CHILD PSYCHIATRIST RETIRED
MADISON, WISCONSIN

(Essay not included in sample version.)

Dr. Robert Shapiro, MD, practiced as a child and adolescent psychiatrist and was an Associate Clinical Professor at the University of Wisconsin for more than 40 years.

The process of assessing and treating people and their families, provided him with a lens to explore interpersonal interactions which has been enlightening and fascinating.

Shapiro is board certified in Psychiatry and Neurology and is a Life Fellow of the American Psychiatric Association. He is a recipient of The Lifetime Achievement in Clinical Service Award, sponsored by the National Alliance on Mental Illness (NAMI), Wisconsin.



LEADERSHIP IS A PRIVILEGE

LAURIE BENSON

ENTREPRENEUR AND DIRECTOR, LSB UNLIMITED
MADISON, WISCONSIN

(Essay not included in sample version.)



Laurie Benson is tireless force for Wisconsin's emerging technology industry. She has spent 30 years as an entrepreneur growing businesses in the Midwest and beyond. She co-founded and served as CEO of Inacom Information Systems, an award-winning integrated technology solutions provider, and founded LSB Unlimited.

Benson advises CEOs, presidents and entrepreneurs on complex business topics. She serves on multiple private company and non-profit boards. She is passionate about promoting entrepreneurship and economic development in order to help individuals and businesses achieve their potential.

Benson began her career as a nurse, and serves as chair of the UW Madison School of Nursing Board. She is active in the UW Madison School of Business Weinert Center for Entrepreneurship and has received numerous awards from the business and entrepreneurship community.

TRAITS OF GREAT LEADERS

KEVIN CURRY

EXECUTIVE - GEORGIA-PACIFIC
PALATKA, FLORIDA

(Essay not included in sample version.)

Kevin Curry joined the Georgia-Pacific Plattsburgh, N.Y., mill in 1974, starting in an hourly position and progressing into the quality department. He held a number of positions at the mill before moving to another chapter in his career.

He worked in many capacities throughout his tenure with the company; in 2004, he was promoted to Vice President — Operations Support, responsible for production planning, warehousing and transportation. In 2006, he was promoted Vice President — Technology Applications. In mid-2007, he joined the Palatka, Fla. operations as the Tissue Business Leader.

Curry earned his bachelor's degree in Business Administration by attending years of night school and in 2003 completed the Executive Advanced Management at Harvard Business School.



LEADERSHIP A SOUTH ASIAN PERSPECTIVE

MUJEEB RASHID
CEO - MITCHELLS FRUIT FARMS LTD.
LAHORE, PAKISTAN

(Essay not included in sample version.)

Mujeeb Rashid is Managing Director and CEO of Mitchell's Fruit Farms Limited. He began a sales career with Packages Limited in 1970. In 1980 Rashid joined Milkpak Limited, which later became Nestle Pakistan. Throughout his career he progressed in many roles in marketing and leadership.

Rashid's view of leadership has been shaped by assignments that required influencing rapid growth through change. Rashid earned a Masters of Arts in Economics from the University of Punjab, Lahore and participated in Executive Development programs at IMD, Lausanne, Switzerland and Harvard Business School.



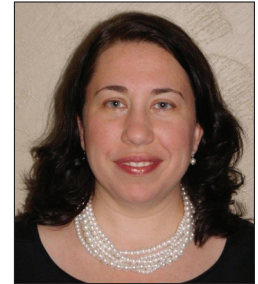
LEADERSHIP THROUGH TRYING TIMES

KATIE BERES
BENEFITS SPECIALIST
GREEN BAY, WISCONSIN

(Essay not included in sample version.)

Katie Beres is Benefits Specialist for Brown County in Green Bay, Wis. She is a graduate of the University of Wisconsin-Madison School of Business and holds a bachelor's degree in accounting. Her view of leadership has been shaped by her work with many state and local municipalities.

She and her husband enjoy time with their four daughters and their extended family.



LEADERSHIP A STUDY IN APPLICATION

RON MAY

EXECUTIVE VICE PRESIDENT - DTE ENERGY
DETROIT, MICHIGAN

(Essay not included in sample version.)

Ron May is Executive Vice President, Major Enterprise Projects for DTE Energy, an investor-owned utility in Michigan. He has extensive experience in utility operations including electric transmission and distribution, nuclear operations, electric generation and project management. He has performed significant roles in finance, supply chain, construction management, maintenance, operations, labor relations, corporate diversity, engineering, information management, project controls and continuous improvement.

He has participated as an executive on non-profit boards with diversity, placemaking, engineering and social responsibility focuses. He has an engineering degree from the University of Michigan and is an AMP 165 Harvard alumnus. He is a lean six sigma black belt, a certified professional project manager and holds a Michigan real estate license.

Ron has a passion for understanding and practicing leadership and is a dedicated husband and proud father.



WHAT BASEBALL TAUGHT ME ABOUT LEADERSHIP

JAMES NICK

DIRECTOR, SPECIALTY BENEFITS - HUMANA
GREEN BAY, WISCONSIN

(Essay not included in sample version.)

James P. Nick is Director, Specialty Benefits at Humana, Inc. (NYSE:HUM). In his role, James is part of the Employer Group Segment and is based in Green Bay, Wis. He also serves on the Board of Directors for Big Brothers Big Sisters of Northeastern Wisconsin, and was active in initiating an intern program in the community.



James holds a Bachelor of Business Administration degree from the University of Wisconsin-Madison. He is an Associate of the Society of Actuaries and a Member of the American Academy of Actuaries. James is enrolled in a year-long Leadership Green Bay program and upon completion plans to pursue a Masters of Business Administration degree in Healthcare Management.

James enjoys coaching others in many settings. He was the head coach of a Legion baseball team for 4 years before joining Humana.

LEADERSHIP: THE GOOD, BAD AND UGLY

PASCAL ODE

PRESIDENT - MATISSART BLOW MOLDING
NŒUX-LES-MINES, FRANCE

(Essay not included in sample version.)



Pascal Ode is the President of Matissart, a blow mold systems specialist in France that supplies blow molds worldwide.

Before buying out Matissart, Pascal worked as process engineer at Shell, product manager at ST Microelectronics, sales director at Schneider Electric, general manager Smart Cards Europe at Philips Semiconductors, senior vice president at Bacou Dalloz (now Honeywell Safety) and managing director at Sirius.

Pascal is a graduate Engineer from SUPELEC. He earned an executive MBA from HEC and completed the AMP program at Harvard Business School.

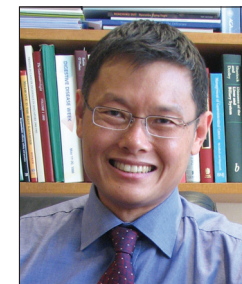
LEADING MINDS ACCESSING VALUES AND MOTIVATIONS TO DRIVE CHANGE

DR. TAN CHI CHIU

CONSULTANT GASTROENTEROLOGIST
SINGAPORE

(Essay not included in sample version.)

Dr. Tan Chi Chiu, MD, is a Consultant Gastroenterologist at Gastroenterology & Medicine International, Gleneagles Medical Centre, Singapore. He serves as Chairman of the Endoscopy Committee and a member of the Medical Advisory Board of Gleneagles Hospital. He has been an elected member of the Singapore Medical Council since 1999 and is Chairman of the Medical Ethics Committee.



He is Board Chairman of the Lien Centre for Social Innovation at Singapore Management University, Vice-Chairman of the Board and Chairman of the Medical Committee of healthcare charity Sata CommHealth and Board Member of the National Youth Achievement Awards Council.

He has worked in the military, civil service, corporate and non-profit sectors and has been deeply involved in numerous overseas humanitarian, community aid and scientific expeditions for which he has received numerous international awards. He is alumnus of Harvard Business School through the Advanced Management Program (AMP165), he is a Columbia certified professional Executive and Organisational Coach and he is a Mentor of Terrific Mentors International.

TAKE RISKS AND BE AUTHENTIC

DAVE PERRY

TECHNOLOGY CONSULTANT AND EDUCATOR
AUSTIN, TEXAS

(Essay not included in sample version.)



Dave Perry is a high technology consultant whose career has spanned more than 40 years in high technology businesses, both large and small.

He is currently consulting and mentoring several startup companies in Austin, Texas, serving on non-profit boards and learning to become a Socratic teacher in an entrepreneurship MBA program at the Acton School of Business.

VISION AND WILL

BARBARA A. NICK

CEO, CATTO ENTERPRISES
GREEN BAY, WISCONSIN

(Essay not included in sample version.)

Barbara A. Nick is CEO of Catto Enterprises. She retired as President of Minnesota Energy Resources and Michigan Gas Utilities in 2014 and is past President of Upper Peninsula Power Company and SVP at Wisconsin Public Service. She worked in the Electric and Gas Utility Industry for more than 30 years and has been active in industry groups, community activities and board service. She currently serves as Board Secretary and Chair of Business Development for the Energy Center of Wisconsin.

Nick is the Founder of a publishing company and recipient of several Global eBook Awards and QED certifications.

She was recognized with the ATHENA Leadership Award® in 2008. She earned her BA degree in Communications and Business and completed the Executive AMP program at Harvard Business School.



A RUMINATION ON LEADERSHIP

JASSI CHEEMA
MANAGEMENT CONSULTANT
LOS ANGELES, CALIFORNIA

(Essay not included in sample version.)



Jassi Cheema is a management consultant. He has a MS in engineering from University of Wisconsin-Madison and an MBA from University of Southern California.

Over the last four decades, he has been a partner of a major management consulting firm.

21ST CENTURY LEADER IN A COMPLEX, CONNECTED WORLD

JOHN DENTON
PARTNER & CEO - LAW FIRM
MELBOURNE, AUSTRALIA

(Essay not included in sample version.)



John W.H. Denton is Partner and CEO of Corrs Chambers Westgarth, a premium independent law firm in Australia. He is a legal expert in the areas of government, workplace relations and international trade and investment; a national business leader and an international adviser on global policy.

He is one of three Prime Ministerial representatives on the APEC Business Advisory Council; Chair of ABAC's Finance and Economics Working Group; Chair of the Business Council of Australia's Global Engagement Taskforce and a founding member of the Australia China CEO Roundtable meetings.

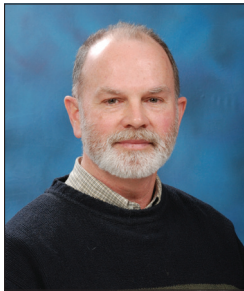
John was an external adviser on the Federal Government advisory panel that oversaw the development of the 'Australia in the Asian Century' White Paper.

LEADERSHIP THEMES THAT ECHO IN MY HEAD

JIM STREED

CORPORATE COMMUNICATIONS MANAGER
GREEN BAY, WISCONSIN

(Essay not included in sample version.)



Jim Streed, APR, is Manager of Internal Communications for Integrys Energy Group, Inc. Jim has been a public relations practitioner for more than 35 years. He has worked in a variety of sectors, including agency, government, health care and energy, and at range of levels, from individual contributor to communications executive. He is an Accredited member of the Public Relations Society of America and has been active in PRSA since college.

Jim holds a bachelor's degree in Communication Arts (Public Relations) from California State Polytechnic University in Pomona and a Master's of Management degree from University of Wisconsin Green Bay.

His views on leadership have been shaped by all of these life experiences, especially in his role as the middle of five children.

AFTERWORD

SHARON VERBETEN

JOURNALIST AND EDITOR
DE PERE, WISCONSIN

About 18 years ago, I flew to Seattle for a job interview at a fledgling dot.com start-up. Only two years old, Amazon had already generated some buzz, enough for me to consider flying — possibly to relocate — across the country for a potentially promising new job.

I was a journalist looking for a new challenge in a bigger city, but with the excitement came unsettling uncertainty. Could I survive 5,000 miles away from my family? Could I afford the cost of living in the Pacific Northwest? Was I bohemian enough to use a desk made of an old recycled door?

Flash forward to the job offer — which came before I left the Emerald City. At my solo dinner that night, I pondered my future and my choices, and no doubt I was torn. But when dessert arrived, it came with a cardboard fortune card on my plate. It read, “If you are going to do it, don’t worry; if you are going to worry, don’t do it.”

That simplistic message made my decision much easier — and the next day, I turned down the offer and flew back home to

Wisconsin, feeling much more comfortable and confident.

I saved, but have since lost, that fortune card, but that message has guided me as a leader throughout my career — as an editorial director, a book editor, a staff supervisor, owner of my own freelance business and as a parent.

Many of the executives who have contributed to this volume have included their favorite quotes or ones they have found more inspirational. I've read them all and have gotten even more inspired; some reached far back in history; others recalled the words of their work mentors or parents; some simply cited the revered Golden Rule.

But interestingly, all were able to weave the fabric of their own leadership — stitched together with their own tenets of leadership

But interestingly, all were able to weave the fabric of their own leadership — stitched together with their own tenets of leadership along with what they had learned from others. And isn't that a great definition of what a great leader is — someone who can listen and learn from others and then go on to inspire others themselves.

It's a great circle of leadership that, if executed properly, can keep countries, organizations and corporations running smoothly. Obviously, that doesn't always happen; cogs rust, valves leak, personalities and egos intervene.

Still, great ideas shouldn't just be quoted — they need to be lived and breathed and passed along. That's why my tiny fortune means so much to me. As an editor, I've recited the phrase to staff members facing a quandary. I've used it on friends who needed advice.

Did it help? I'm not sure if it had the same result as it did for

me all those years ago. But we choose to follow whatever inspires us and then hope our compelling leadership will do the same for others.

I'm thankful to Barbara Nick for spearheading this compilation, which has inspired me and hopefully others as well. As you'll see, the voices included here may not agree on everything, but we hope they may provide a carefully curated web of ideas for you to compare with your own views on leadership.



Sharon Verbeten is a career journalist and editor who specializes in writing and editing non-fiction for magazines; she has been published in more than 50 local, regional and national trade and consumer magazines and is the author of two collecting books on Barbie.

She is the owner and editorial director of All Write Creative Services, a freelance writing company in De Pere, Wis.

APPENDICES

POSTSCRIPT

Any production is incomplete without credits for the behind-the-scenes technical staff and supporting cast. Jay Nick is responsible for making this book a reality.



***Jay Nick** is an electrical and computer engineer. He is the creator and co-founder of STEAMcoded.org, combining STEM with Art and coding. He works with web technologies and publishes eBooks for cattocreations.com.*

Jay was Manager—Applied Technology before leaving a 31 year career with an electric and gas utility.

Jay is a graduate of UW-Madison and is an advocate of life-long learning in science, technology, engineering, art and math (STEAM) and learning to code.

INSTRUCTIONS

The following is an excerpt from the instructions provided with the invitation to submit an essay for inclusion in the first edition of LENSES OF LEADERSHIP. It provides some context for the uniqueness of the essays.

This sample is included as a guide that can be used by those who wish to use a similar framework. The purpose is to invite others to think deeply and to articulate their views of leadership as a foundation for thoughtful and meaningful action.

Join us in cultivating more leaders. Encourage conversations about leadership and honor acts of leadership.

The goal of writing an essay is to spur individual reflection that results in greater focus and commitment to leadership. An essay can serve as an “elevator speech,” talking points, and prepare you to articulate your Teachable Point of View.

Consider the following questions:

- What is your personal view of leadership?
- What and who has inspired your view of leadership?
- What concept of leadership is central to you?
- Are there defining moments that shaped your opinion of good or bad leadership?
- What and who shaped the way you think? Why?
- How would you describe your view of leadership to people in your life—friends, family, colleagues and yourself?

INSTRUCTIONS SUBMITTALS FOR LENSES OF LEADERSHIP (First Edition)

Description of Book: LENSES OF LEADERSHIP is a unique collection of essays from a diverse group of global business leaders, young professionals, and savvy individuals. It illustrates the timeless lessons of leadership and honors leaders and leadership. It is a call to action to think deeply about leadership and to form an actionable leadership statement. The book illuminates leadership by illustrating the different lenses of effective leaders.

DEDICATION

For Leaders everywhere.

*“What is honored in a country
will be cultivated there”*

—Plato

Statement of Purpose for Essay: The purpose of the essay is to articulate your individual/authentic view of leadership. It does not matter if readers agree or disagree with your view. The important thing is that you take the time to think deeply about what being a good leader means to you, what expectations you have of yourself, and what is the lens of leadership that you want to leave as your legacy.

Leadership Essay Title: Provide a suggested title or titles.

Leadership Essay (between 500-1200 words — you can also include endnotes): Submit your proofed essay in an electronic format. The essay can be a rework of prior speeches, lectures, articles or interviews. Use either an essay or speech format.

Personal Biography (between 50-150 words): Include a short biography with your name, title(s) and relevant information about what shaped your view of leadership. Write it in the third person.
