



BENEFITS OF MEMBERSHIP TO THE NBMBAA-DC:

- Access to African American professionals in business, education, and the community.
- Career Development, Networking Opportunities, & Community Involvement.

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PRESIDENT'S MESSAGE

Welcome to the First Edition of the Capital Connection for the 2011-12 Administration. On behalf of the Executive Board, we are excited about the opportunity to serve you during the next two years. This is an exciting time for the chapter as we have added several new members to the Leadership Team. I am confident they will bring renewed energy and fresh ideas that will allow the Washington DC Chapter to maintain its status as one of the premier chapters in the association.

Although this is the first newsletter, we have had several events to date, including:

- January General Body Meeting - "The Inauguration"
- February Networking Mixer Hosted by Allstate
- "A Discussion on Leadership" Presented by Choice Hotels
- 9th Annual Leaders of Tomorrow Oratorical Competition
- March Madness Presented by Capital One

Our team is working hard to provide additional programs and networking opportunities designed to enhance the value of your membership. A few of these programs are highlighted in this newsletter.

Simply stated, our goal is to be recognized as NBMBAA Chapter of the Year. To accomplish this, we will focus on the following strategic imperatives:

- Financial Management - Ensuring that we effectively manage costs and identify ways to increase and diversify revenue. Also, ensuring that tax filings and audits are completed timely.
- Membership Expansion - Enhancing the value of your membership. We will evaluate our event pricing structure to ensure that events are free or significantly discounted for members. We will also rollout a membership referral program that will provide incentives for members who encourage others to join.
- Relationship Development - Ensuring that we are providing value to our corporate partners by providing a diverse candidate pipeline and strategic brand awareness.

As I close, I would like to encourage you to get engaged. While financial membership is great, our goal is to have a more active membership base. Even if you are not able to commit to a leadership position, everyone can become active by doing one or more of the following:

- Join a committee
- Commit to attend more events
- Encourage your employer to partner with us
- Encourage your friends to attend events
- Offer your expertise and resources to support programming

As we move forward, I encourage you to share your thoughts about what we have done so far, and what you like to see the Washington DC Chapter in the future

Best regards,

John L. James II



MEET YOUR 2011-12 CHAPTER OFFICERS

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WASHINGTON D.C. CHAPTER



John L. James II
NBMBA-DC President

JOHN L. JAMES II, *President*

John is a Senior Associate in the Washington Federal Practice of PricewaterhouseCoopers, and he has 11+ years of consulting experience providing business solutions for public and private sector organizations in the areas of project management, business process analysis, financial analysis, and change management.

John is a lifetime member of the National Black MBA Association, and has been a member since 1999. Prior to joining the Washington DC Chapter in 2004, John was a member of the Atlanta Chapter, where he served on the Business & Economic Development Committee. John has served on the Executive Board of the National Black MBA Association - Washington DC Chapter in several roles since 2005.

John has also served as a Life Leadership Advisor for the Chapter's Leaders of Tomorrow (LOT) Program since 2007, and currently serves as the program's finance coach.

John is a 1997 graduate of Morehouse College with a B.S. in Computer Science, and he earned his M.B.A. in 2001 from Georgia Tech with concentrations in Finance and Information Technology.

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LINDA BRYDIE, *Vice President - Administration*

Ms. Linda Brydie is a recent transplant to the Washington, D.C. metropolitan area. She is currently employed by the United Negro College Fund (UNCF) where she is the Budget Manager but performs many roles in addition to her designated title. A high achiever, Ms. Brydie has a passion to explore new opportunities and take on challenges. Prior to accepting the position with UNCF, she was hired by UNCF as a consultant to assist in the acquisition and implementation of the donor management and financial system for the organization. In that capacity, her role was to become the subject matter expert in the enterprise system and serve as the project leader for the financial system. Her past experience includes owning and operating a construction company, a consultant and corporate finance professional.

Ms. Brydie became affiliated with the National Black MBA Association in 2000 and has served in a leadership role for all but one of the past ten years. She has served as the Scholarship Chair, Program Director, VP of Operations, and VP of Administration. A dedicated member of the Richmond Chapter, she still lends her time and assistance to the organization when ever called upon. Other community service includes volunteering on the audit committee for United Way of Maryland;



MEET YOUR OFFICERS *cont.*



Treasurer of the Leonard Hall Junior Naval Academy; Treasurer of the Westover Hills PTA; and a three time volunteer for the grant making committee of the Philip Morris USA employee contribution fund.

Ms. Brydie is a graduate of The University of Richmond Robbins School of Business receiving her BS in Business Administration with a concentration in accounting. She successfully completed the CPA exam passing all four parts in her first attempt. Linda received a full scholarship from the Department of Defense to attend graduate school and received her MBA from Virginia Commonwealth University before accepting an internship with the Department of the Navy.

Linda is a lifetime member but, more importantly, an engaged and active member of the organization. She credits much of her success in her professional career to the relationships forged and involvement with the association.

LASONDRA GRAY, *Vice President - Development*

LaSondra Gray has been a member of the National Black MBA Association, Inc. since 2000. In her professional life, she is a certified Quality Auditor and Six Sigma Black Belt. She specializes in assessing organizational effectiveness, system efficiency, process effectiveness, business performance, risk management, and conformance to requirements within the healthcare industry. She holds an MBA with a concentration in Organizational Development and Healthcare Management with a minor in Marketing from the University of Buffalo.

LaSondra is founder of TBG Consulting, LLC and has received numerous awards and accolades for her ability to grow medical practices while tripling revenues. She is known throughout the industry as an expert in the development and marketing of medical practices. LaSondra volunteers at Kwanzaa Kitchen, Ashburn Volunteer Fire & Rescue, and Jack and Jill of America, Inc.

CANDICE CHARLES, *Vice President - Membership*

Candice Charles is a current Executive Board member of the National Black MBA Association, Washington, D.C. Chapter and serves as the Recording Secretary for the organization. She has been an active member of the organization since 2007 when she joined as a student member. Additionally, she is a mentor in the LOT program.

Candice has over 14 years of experience encompassing roles in organizational development, event management, process improvement, executive management support and recruiting. She is also a Notary



MEET YOUR OFFICERS cont.



Public in the Commonwealth of Virginia and has worked in the travel, education, government support & defense industries.

Prior to becoming a Program Planning & Control Analyst in the Acquisition Program Management Group at Alion Science & Technology, she contributed to initiatives and programs that recruit and retain diverse employees at Raytheon Company. At Raytheon, she became a Six Sigma Specialist and was appointed as the Mid-Atlantic Regional Vice President of an Employee Resource Group (ERG).

Candice holds a Bachelor of Science degree in Psychology from Howard University and a MBA with a Specialization in Human Resources Management from Strayer University. She is also a member of the Society of Human Resources Management (SHRM), the National Association for African Americans in Human Resources (NAAAHR) and serves on the board of the Howard University Alumni Association Club of Northern Virginia where she resides.

BONNIE M. MUSCHETT, *Treasurer*

I moved to the Washington, D.C. area in 2007 to attend law school. I have served as a tutor to Baltimore high school students through the A Bridge to Academic Excellence program; as a mentor and leader in the Black Law Students Association (BLSA); as President of the Entertainment, Arts, and Sports Law Association; and as Comptroller, Executive Treasurer, and Executive Vice President of the Student Bar Association (SBA). As SBA Executive Treasurer, I managed the SBA's accounts; introduced a new financial accounting system to SBA, allowing for more accurate and efficient record keeping; and performed a 5-year audit which resulted in \$2,000 of funds returned to the student organizations. I was honored as a Dean's Award recipient for two consecutive years for leadership and participation in Law School organizations; BLSA's 2010 A. J. Cooper Award Recipient for promoting the BLSA legacy; SBA's 2010 Member of the Year; and a 2010 William P. Cunningham Award recipient for service to the Law School.

ANDRE FOWLKES, *Deputy Treasurer*

Mr. Fowlkes has 9 years of experience working in consulting, marketing, strategy, research and education roles. As a Senior Consultant in CSC's Consulting Practice, he both manages projects and serves as an individual contributor to ensure the desired results are achieved. Mr. Fowlkes has work experience in several industries, including healthcare, information technology, government, real estate, media and non-profit. He has also worked overseas in Bangalore, India and Cannes, France.



MEET YOUR OFFICERS cont.



Shunita Seacree
NBMBA-DC Corresponding Secretary

SHUNITA SEACREESE, *Corresponding Secretary*

Shunita Seacree is pursuing a lifetime membership of the NBMBA and has been active with the Washington, D.C. Chapter since August 2005. She has held several positions within the NBMBA, including Membership Chair, Vice President of Membership and she is the current Correspondence Secretary for the chapter. She works as a Program Analyst for the U.S. Department of Veterans Affairs in the Office of Information Technology (IT), Information Security (IS), Field Security Operations. She provides administrative management functions of establishing policies and procedures, procurement and contracting actions, processing training requests and internal operations support.

Shunita is a graduate of Strayer University where she received her Master of Business Administration with a concentration in Management. She received her Bachelor of Science degree in Management Information Systems and an Associate of Science degree in Word Processing from Louisiana Tech University in Ruston, Louisiana. She is an active member of Alpha Kappa Alpha Sorority, Incorporated in Washington, D.C.

ALEISHA JOHNSON, *Recording Secretary*

Aleisha recently relocated to the Washington, D.C. metropolitan area for a promotion within International Paper, where she has been employed for the last 3 years. She is currently a Sourcing Account Manager based out of the Baltimore Recycling Plant. Aleisha moved from Memphis, TN where she was based in International Paper's Global Headquarters. She was a part of the Global Supply Chain-Deliver group working in transportation.

Aleisha is a graduate of the University of Tennessee-Knoxville MBA program with concentrations in Logistics and Marketing. She received her Bachelor of Science in Business Administration in Management from the University of Louisiana-Lafayette. Aleisha has been a member of National Black MBA Association since 2006. Prior to joining the Washington, D.C. Chapter, she was an active member of the Memphis Chapter. Aleisha also serves as a mentor in the LOT program.



NBMBAA APPOINTS NEW PRESIDENT & CEO



Kimberly Corbin
NBMBAA President & CEO

CHICAGO (January 13, 2011) – Ms. Kimberly Corbin has been appointed as president and CEO of the National Black MBA Association (NBMBAA), an organization committed to the development of educational and economic growth for African-American professionals.

“As we continue to celebrate our 40th anniversary, the NBMBAA will honor our history and mission, yet look forward to an exciting future. We are proud that Ms. Corbin has accepted this challenge and we welcome her,” says William W. Wells, Jr., chairman of the NBMBAA board of directors. “Given Kimberly’s excellent track record in Corporate America, her leadership, and vision for excellence, the NBMBAA is certain to continue its mission.”

Ms. Corbin holds an MBA from the Harvard Graduate School of Business Administration and an undergraduate degree from Florida A&M University. She has an impressive record of accomplishment in Corporate America where she started and led a corporate operations group charged with driving performance management. Most recently, Ms. Corbin was involved in an entrepreneurial venture that provided educational services. Prior to this, she served in various executive-level positions at American Capital, LTD; General Electric Commercial Finance, Inc.; Fieldstone Private Capital Group; and Bankers Trust Company.

“I am excited to work with the staff, chapter leaders and membership of the National Black MBA Association to continue our efforts to create economic wealth within the African-American community,” says Ms. Corbin. The NBMBAA membership represents a group of talented men and women dedicated to improving the educational achievement and economic status of African-Americans.

Ms. Corbin formally began her term as president and CEO of the National Black MBA Association January 3.



EXECUTIVE BOARD OPPORTUNITIES



Interested in joining the leadership team of one of NBMBA's largest and most active chapters? Executive Board participation is a great way to expand your professional network and develop management and leadership skills. The Washington DC Chapter is seeking volunteers to serve as Chairs for the following committees:

Government Affairs

The Government Affairs Chair is responsible for analytical examination of political issues of interest to the Association.

Corporate Development & Grants

The Corporate Development Chair is responsible for developing and maintaining relationships with local corporations and governmental agencies works with those corporations and agencies for all fundraising activities on a local and national level, maintains our corporate contact database and mailing list and coordinates the corporate reception.

Membership

The Membership Chair is responsible for maintaining the local membership roster and database, generating mailing labels and membership lists, sending new member packages, developing and implementing strategies to maintain and increase membership.

If you are interested in serving as a chair for any of these committees, please contact the appropriate Vice Presidents:

Government Affairs

Linda Brydie, Vice President - Administration vpadmin@dcbmbaa.org

Corporate Development & Grants

LaSondra Gray, Vice President - Development vpdev@dcbmbaa.org

Membership

Candice Charles, Vice President - Membership vpmemb@dcbmbaa.org

For a description of all committee roles and responsibilities, please visit <http://www.dcbmbaa.org/committees.htm>.



9th ANNUAL ORATORICAL COMPETITION RECAP



Seven Leaders of Tomorrow students competed for a \$1,500 scholarship in the 9th Annual Oratorical Competition on Feb. 24, 2011 at George Washington University’s School of Business. After working for months to perfect their public speaking ability, students delivered a prepared presentation on globalism, and also gave impromptu speeches on a wide variety of topics. Speakers were evaluated on speech construction, delivery, creativity, diction, projection, body language, purpose, substance, appearance, and style. The winner was junior Melanie Furr, who contrasted America and Australia. Second and third place winners were Imani Charles and Imani Adrea, respectively. For more information about the National Black MBA Association’s Leaders of Tomorrow mentoring program, visit lotdc.org.

2011 GENERAL BODY MEETINGS RECAP

NOTE

We have had some great General Body Meetings so far, so stay tuned for upcoming events!

*To view photos of past events, please visit:
<http://www.dcbmbaa.org/gallery.htm>*

As a reminder, General Body Meetings are free for financial members, \$10 for non-members

*To become a member, please visit
<http://members.nmbaa.org/Members/New/Default.aspx>*

It has been a busy year for the Washington DC Chapter. During the first quarter of 2011, we held three general body meetings.

January

In January, we officially installed the officers for the 2011-2012 Administration at “The Inauguration”, which was held at Courtyard by Marriott Capitol Hill/Navy Yard. Candice Charles, Vice President - Membership provided attendees with an overview of NMBAA and the Washington DC Chapter, and attendees were able to network and learn more about how to get involved with Chapter committees.

February

In February, we partnered with Allstate to host a networking reception at the City Club of Washington - Columbia Square. Allstate provided brief remarks about the Exclusive Agent Opportunity, and recruiters were on hand to answer questions about the interview and start up processes.

March

Our March meeting was “A Discussion on Leadership” hosted by Choice Hotels, Title Partner for the 2011 Pre-Conference Career Expo. The discussion was moderated by Maria D’Ambrosio, Senior Director, Diversity and Inclusion and the discussion focused on leadership competencies that are measured by the Lominger assessment, one of the tools that many companies use to evaluate candidates.





MEMBERSHIP CORNER



Join the Member Referral Program and have a chance to win a one year of membership!

The Washington DC Chapter is conducting a membership campaign and we need your help! Do you know an MBA or business professional who is looking for ways to develop their professional career or expand their network?

Membership has its rewards!

How to Get Involved

Current financial members will be given a membership referral card to invite professional co-workers, friends, colleagues, or MBA classmates to join one of Washington, DC's premiere professional organizations. Share links, events, and positive information about our professional organization by using social media and networking. Invite prospective members to NMBAA our events and activities.

How to Win a Free Membership For a Year

The current financial member who has referred the most new members by June 1st will receive a free membership for one (1) year, and will be eligible to win a grand prize at the end of the year. New members must send an e-mail to the VP of membership indicating you referred them to join.

For more additional details, please contact
Candice Charles, VP of Membership at vpmemb@dcbmbaa.org.

Do You Currently Hold A Professional Certification?

Calling all:

- Project Management Professionals (PMP)
- Program Management Professionals (PgMP)
- Professionals in Human Resources (PHR)
- Senior Professionals in Human Resources (SPHR)
- Certified Government Financial Managers (CGFM)
- Six Sigma Green, Black, & Master Black Belts

The DC Chapter is forming a focus group and panel of SMEs to help our members become more marketable in their respective careers. If you are interested in becoming involved or sharing your knowledge with other members and professionals, Please contact Candice Charles, VP of Membership at vpmemb@dcbmbaa.org.



NBMBAA SCHOLARSHIP PROGRAM



The National Black MBA Association provides financial support to students pursuing careers in business, academia, and related professions. Since inception more than \$5 Million has been awarded, more than \$500,000 is awarded annually in scholarships to undergraduates, graduates and doctoral students. The program's mission is to identify and increase the pool of Black talent for business, public, private and non-profit sectors. The program is supported by donations from or corporate partners, educational partners and members. Scholarship awards range from \$1,000 - \$15,000 however, award amounts are contingent upon funding for the current year.

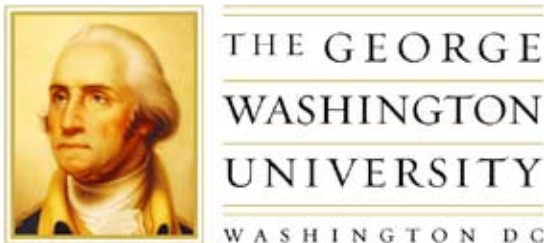
Currently we offer five different types of scholarships which include:

- Undergraduate Scholarship Program
- Collegiate Chapter Scholarship Program
- Graduate Scholarship Program
- Doctoral Fellowship Program
- University Partner Scholarship Programs

Applications for the 2011 NBMBAA Scholarship Program will be available March 31, 2011.

Please visit <http://www.nmbmaa.org/index.aspx?PageID=789> for more details!

GEORGE WASHINGTON UNIVERSITY SCHOLARSHIP



George Washington University is a unique and dynamic place to earn your MBA and is located in the heart of D.C., near global centers like the World Bank, International Monetary Fund, White House, and State Department.

Funding Type

Partial to Full Tuition scholarship for a Full-Time MBA Candidate. Scholarships are merit based and awarded in various amounts. Those receiving the award will have a strong application profile.

Application Deadline

See website www.business.gwu.edu/gmba/ for most updated deadlines.

Special Instructions for Applicant

Applicants should complete the GWU online application at www.business.gwu.edu/gmba/ and notify GWU admissions staff to be considered for The George Washington University NBMBAA MBA Scholarship.

Award Date

Award recipients will be announced after the final application deadline.



MARCH MADNESS RECAP



On Friday, March 18, National Black MBA Association - Washington DC Chapter teamed up with National Association of Black Accountants (NABA) Metro DC Chapter for an evening of food, fun, and networking as we watched the opening rounds of the NCAA Basketball Tournament at Bailey's in Arlington, VA. This is the second year that we have participated in March Madness, and we had approximately 150 attendees. We were excited to have Capital One as a partner for this event, and they brought several members of their recruiting team to speak with attendees about current opportunities at Capital One.



We would like to extend a special thanks to the following people who helped make this event a great success:

- Tanya Davis, President - NABA Metro DC Chapter
- Tracey Shoemaker - Senior Diversity Recruiting Manager
- Lisa Wimbush - Director, Business Risk Office
- Carla Reissner - Diversity Recruiting Coordinator

If you are interested in career opportunities at Capital One, please visit www.capitalone.com/careers to search for current opportunities.

Please note that when applying online, applicants should use Source Code: Professional Association/Networking with the next drop down of National Black MBA Association.

from left to right:
Tracey Shoemaker, Lisa Wimbush, Tanya Davis,
and John L. James II



UPCOMING EVENTS

Here is an overview of what we currently have planned for the second quarter of 2011:



THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF
BUSINESS

Saturday, April 2

George Washington University “The Business Case For Diversity” Panel Discussion and Networking Reception

The George Washington University School of Business stands in a unique position to lead the discussion on diversity in business. Here, at the center of business, policy, and society students, faculty, and leaders from all backgrounds and every corner of the world bring a global perspective to our MBA education.

We invite you to connect with business leaders, students, and GW alumni, and share your professional insight at the following events. The MBA Admissions Office looks forward to seeing you.

EVENT AGENDA

2PM | The Business Case for Diversity – Rising as a leader in the diversity community

Panel of representatives from organizations including National Society of Hispanic MBAs, National Black MBA Association, female leaders and those from the LGBT community discusses how the term “diversity” is changing, how it impacts evolution of the workplace, as well as leadership opportunities and challenges of those from diverse communities.

3PM | Dessert Networking Reception

Mingle with community diversity organizations, GW alumni, current and prospective MBA students at the dessert reception following the event

NORTHROP GRUMMAN

Thursday, April 7

Northrop Grumman Recruiting and Networking Open House

We invite you to join us on April 7, 2011 to meet members of Northrop Grumman’s senior executive leadership team and learn about some of the exciting career opportunities available in the Corporate Office and Information Systems Sector.



UPCOMING EVENTS cont.

Space is limited for this event, and attendance is by invitation only. Please be advised that pre-registration is required for attendance. Registration will close April 1st or when capacity has been reached.

Guest Speakers:
Sandra Evers-Manly, Vice President, Corporate Responsibility
Darryl M. Fraser, Corporate Vice President, Communications
Hugh E. Taylor, Vice President, Washington Office Operations, Northrop Grumman Information Systems
Bob Waters, Vice President, HR Strategy and Talent Management

Panel Moderator:
Heather Laychak, Corporate Director, Enterprise Talent Acquisition

Registration Information:
Pre-registration is required to attend this event



Tuesday, April 26
April General Body Meeting

For the past 5 years, NBMBA and NABA have joined forces with PwC to present a joint program. This year, we will present a panel of diversity recruiting professionals to discuss professional development topics and the recruiting process. This meeting will be held at PwC in Tyson's Corner, VA.



Tuesday, May 17
May General Body Meeting Presented by State Farm

State Farm will host our May General Body Meeting in Silver Spring, MD. Topic and speaker information will be available soon!

Visit www.dcbmbaa.org for more details and to register for events!



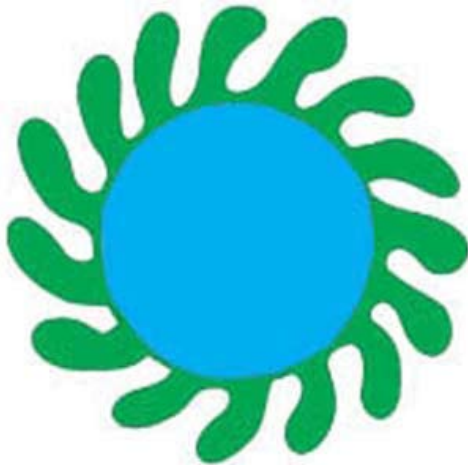
DO YOU HAVE WHAT IT TAKES TO BE A GREAT LEADER?



Nicole Cutts, Ph.D.
Cutts Consulting, LLC & Vision Quest Retreats CEO

by
R. Nicole Cutts, Ph.D.
CEO, Cutts Consulting, LLC & Vision Quest Retreats
www.cuttscalculating.com
Email: Dr.Cutts@cuttsconsulting.com

In my roles as a success and executive coach I have the privilege to immerse myself in the literature out there on best practices in leadership, management and success. I incorporate this knowledge into my coaching practice and share it with entrepreneurs, managers, and other leaders who are far too busy to read all that's out there on the subject. This article presents a brief literature review of just some of the best thinking I have come across. Thoughts on excellence in leadership from innovators among different disciplines are presented for your consideration. The paths to achieving the leadership presence that you wish to embody are infinite. It is up to you to decide what type of leader you want to be and how to get there.



Cutts Consulting, LLC
"Transforming People and Organizations for Success"

Do you have what it takes to be a leader?

During a recent executive coaching session my client made an interesting comment related to the troublesome relationship she was having with a superior. She said, "many people don't know what it means to be a leader, they are clueless about the amount of their visibility and how their behavior affects others." We discussed the fact that many people seem afraid to challenge the status quo when leading and how this makes for weak leadership in many areas from government to business. Are there good leaders out there? Do you have what it takes to be a leader?

Whether you are an entrepreneur leading a small staff, a supervisor of many, or the CEO of a major corporation, the ability to lead people effectively is crucial. Because people spend a majority of their lives at work, a leader has an awesome responsibility and a wonderful opportunity to improve the lives of others.

Great Leaders Get Performance Results

A 2001 study involving 20,000 exit interviews found that the number 1 reason people leave their jobs is "poor supervisory behavior" (Enbysk, 2005). Coffman and Gonzalez-Molina found that "employees don't leave companies. They leave managers and supervisors whom they feel don't care about them either as individuals or as employees." They also found that "providing appropriate emotionally skilled leadership can impact the U.S. economy to the tune of \$254 to \$363 billion annually." One can extrapolate from these studies that people will stay at a job and perform better due to great leaders. So, what is a "great" leader? Simply



DO YOU HAVE WHAT IT TAKES TO BE A GREAT LEADER? cont.

put, great leaders get Performance Results from those they lead.

A study was conducted with 80,000 managers to find out what great managers do that sets them apart from other leaders (Buckingham & Coffman, 1999). They concluded that great managers:

- **BREAK** the **RULES** perceived as “conventional wisdom,” when selecting, motivating, and developing staff.
- **DISCOVER** what is unique about each person and then capitalize on it.
- **KNOW** and value the unique abilities and even the eccentricities of their employees.
- **TURN** one person’s particular talents into performance.
- **BUILD** on what people already do well instead of trying to “fix” weaknesses.
- **MAKE** the most of an employee’s strengths.

Vital Jobs Great Managers do to Get Performance Results:\

- **SELECT** good **PEOPLE**
- **FIND** the right job **FIT** to develop an individual.
- **ESTABLISH** the right **OUTCOMES** and Performance Results to employees.
- **COMMUNICATE** these **EXPECTATIONS** for employee’s Performance Results..
- **MOTIVATE** employees by focusing on **STRENGTHS**.

People Love Working for Great Leaders

Patty Vogan, Entrepreneur.com’s leadership columnist suggests that great leaders all possess the following traits:

1. You must have a vision and be able to communicate your vision to the people you want to follow you. To do this you must learn to paint a picture with your words. To be sure that managers are on the same page ask them to tell you what they think the vision is. Keep your vision in your mind and reevaluate it occasionally.
2. You must have passion and be able to light this fire in your management team. People want to follow a leader who has passion. Without it you can’t be a leader. Let your passion for your vision shine.



DO YOU HAVE WHAT IT TAKES TO BE A GREAT LEADER? cont.

Passion is infectious.

3. You must be a great decision maker. Some leaders have a set process, while others “fly by the seat of their pants”. What you don’t want to be is one of those leaders who consults no one before making a decision, announces the change the next day and then gets frustrated when no one follows it. Know what your process is and if you don’t have one, get one!

Vogel suggest using the following system to become a better decision maker. It’s called the Q-CAT:

Q = Quick. Be quick but not hasty.

C = Committed. Be committed to your decision but not rigid.

A = Analytical. Be analytical, but don’t over-analyze (Too much analysis can cause paralysis.)

T = Thoughtful. Be thoughtful about all concerned, but don’t be obsessive.

4. You must be a team builder. Start by handing off responsibility to your team and let your team handle it. Don’t micromanage, but make yourself available if questions or challenges arise. Teach your team to use your decision making system, giving them the freedom to work through it themselves. If a project gets off track avoid pointing fingers and blaming. Rather support and teach and lead by example. Maintain your leadership presence because when emergencies arise your team will look to you.

5. You must have character. Without the character of a true leader the other keys will not work. Your innate character strengths and limitations play a critical role in your leadership style. Become aware of your character traits. You should be continually assessing your own character and strive to keep growing, personally and professionally. If you need help assessing this there are many instruments a coach can help you use and interpret, such as the DISC, Myers-Briggs, and 360-Degree Feedback. This character is also what Richard Strozzi calls “leadership presence.”

Exemplary Leaders Embody Grounded Compassion, Skillful Action, and Pragmatic Wisdom

Richard Strozzi says “What we need is a renewed vision, a new interpretation of learning, and a training of leaders that produces commitment, passion, values-centered action, and a centered presence. (p.15)” He divides leadership into two categories: leadership as a role and leadership as a way of being (2007). He says that the requirements



DO YOU HAVE WHAT IT TAKES TO BE A GREAT LEADER? cont.

of today's leaders can be divided into three broad categories:

1. Intelligence
2. Technical skills and knowledge of his or her industry
3. Being a particular kind of person or self

The "self" is the leader's primary source of power. Strozzi sees "the self as the entity that is able to mobilize and motivate others, coordinate effectively with them, build trust, and generate positive moods." and goes on to say, "the value one has as a person [or the self] "ultimately becomes the deciding factor in success as an exemplary leader."

Taking Your Organization From Good to Great

In his ground breaking book, *Good to Great* (2001), Jim Collins studied companies that made the transition from good companies to exemplary ones. He and his team identified the common factors that all of these "great" companies had in common. One factor that they found across the board was a phenomenon they came to call "Level 5 Leadership."

He describes this leader as "modest and willful, humble and fearless." (p.22) and uses the formula below to demonstrate the character of a Level 5 Leader:

HUMILITY + WILL = LEVEL 5

Professional Will

- Creates superb results, a clear catalyst in the transition from good to great.
- Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.
- Sets the standard of building an enduring great company; will settle for nothing less.
- Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.



DO YOU HAVE WHAT IT TAKES TO BE A GREAT LEADER? cont.

Personal Humility

- Demonstrates a compelling modesty, shunning public adulation; never boastful.
- Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.
- Channels ambition into the company, not the self; sets up successors for even greater success in the next generation.
- Looks out the window, not in the mirror, to apportion credit for the success of the company—to other people, external factors, and good luck.

“Level 5 leaders channel their ego needs away from themselves and into the larger goal of building a great company. It’s not that Level 5 leaders have no ego or self-interest, indeed, they are incredibly ambitious—but their ambition is first and foremost for the institution, not themselves.”
(p.21)

Where Can You Go From Here?

As you can see, to be a great leader is not an easy task. It requires a commitment to ethical values and courage not to fall back on overused and ineffective styles such as “command and control”. However, the rewards of being a great leader are many. You will not only achieve improved performance and productivity but you will create a team that respects you, each other and themselves in the process. Setting your intention to create or contribute to a great organization by being a great leader will have far reaching and positive effects for those you lead, your organization, and all those served by your organization.

To learn more about leadership or other topics related to success and executive coaching contact Cutts Consulting, LLC at www.cuttscalculating.com and sign up for a 45 min complimentary coaching session.



DO YOU HAVE WHAT IT TAKES TO BE A GREAT LEADER? cont.

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