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Key Knowledge Points Developed

Qualities

- Integrity must be a leader’s foundation. You can have no momentary lapses in integrity.
- It’s easy to have integrity when things are going along smoothly. When doing the right thing hurts you the most and you do it anyway, that’s a commitment to integrity.
- Authentic leaders are humble, understand they don’t have all the answers, and admit when they make a mistake.
- What comes easiest to you may be where your best leadership qualities lie.
- People are watching you. Because others study your actions, know your habits, and may want to emulate you, hold yourself to a higher standard. Try to do more than you think you can do.
- An important leadership quality is active listening. People know when you are no longer listening.

Influences and Experiences

- All leaders need counsel and benefit from creating their own personal board of directors—people who inspire you.
- Childhood experiences have a profound influence on your leadership style.
- Sometimes the most important lessons come from watching the actions of ineffective leaders.
- Being entrepreneurial and going off on your own may be the ultimate test of being a great leader. There is no better leadership experience than having to make payroll.

Vision

- It’s easier for a leader to have followers if the leader illuminates the path. Articulate your vision well and others will feel a connection to it. You need this connection for your vision to filter throughout the rest of the organization.
- A good leader can step back and let others shape a shared vision. Have trust, but verify.
- If you never compromise your vision, it will become crystal clear to your people.
- A leader’s greatest challenge is learning how to grow. Have a close relationship between yourself and the results of the organization. Identify opportunities where your leadership can make a difference.

Inspire and Empower

- Assume the best of people. Create a positive organizational culture, and acknowledge people that are making a positive difference in your organization. Recognize their accomplishments, and give them honest feedback and perspective. Recognize those who are leading you.
- Create opportunities, expect and empower others to develop their own leadership potential.
- Authentic leaders have the ability to let go. It’s liberating. Good outcomes are critical to your success, but you don’t need to have your fingerprints all over everything.
- Your challenge may be in knowing how much you need to know. It may be easier to do it yourself in the short term, but not in the long term. Use your influence to inspire others to do great things and understand new possibilities for themselves. Know how to delegate.
- When leading a new group or organization, understand the culture and its challenges before offering direction. Once you understand people’s responsibilities, you can speak to them from experience. You can hold people accountable even if you have never done their job; the key is to be able to help them explore better, more efficient and innovative ways to get the job done.
- Recognize that your perception that some people don’t have passion for their work may not be factual. It may be that you need to be more creative in finding ways to mobilize those people. Or, you may need to think about ways for them to leave the company in a win/win situation.