

WESTMINSTER COLLEGE
FULTON, MISSOURI

IBM LECTURE SERIES
COULTER LECTURE HALL
21 APRIL 2009

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LEADERSHIP AND MOTIVATION IN THE CURRENT
ECONOMIC AND FINANCIAL ENVIRONMENT

General Sir, distinguished guests, ladies and gentlemen.

Thank you very much for the kind introduction and the invitation to come to Westminster.

In addition to thanking General and Mrs. Forsythe for hosting Laura and me, I would like to add special thanks to Dr. Rob Havers, Student Ambassadors Ian Mackey and Derick Dailey, VP Dan Diedrich and Ex Director Donald Wood, Professor Bob Hoerber, The Blue Blazers Investment Club, and Director Rob Crouse for all their courtesies and time.

(IKE Anecdote – Memory Anecdote) What a great honor for me to be at Westminster College, a great institution with a great heritage. Are these perilous times for our nation? Yes. Have we had perilous times before? Yes. Are these different? Yes. Will America make it through? A resounding Yes. Will it be short duration and will it be easy? No and No.

I would like to share some thoughts on leadership and motivation that have helped me through my 52 years of military and business careers. While the *principles* of leadership have not changed, the environment in which we now practice leadership and motivation has changed exponentially and irrevocably. I hope you will find these thoughts helpful as you continue your careers and continue your on-the-job education and learning. The day you stop learning is the day you stop growing in your capacity as a human being.

I would like to start with a quotation from the Baron Johann Wolfgang von Goethe, German philosopher, and Polymath:

“If you treat an individual as he is – he will stay as he is. But if you treat him as if he were what he ought to be and could be – he will become what he ought to be and could be.”

Jack Welch has an evaluation process of essential leadership traits he calls the Four E’S:

- 1 Energy. They can go, go, go – they love action and relish change. They have tons of positive energy;
- 2 Energize. They have the ability to energize others – they love them and inspire them to move mountains when they need to; *(Stacey King - MJ Anecdote)*
- 3 Edge. They have the courage to make tough yes or no decisions - no maybes ... and no referrals to a committee!!; and
- 4 Execute. They can execute – they can get the job done.

On this last one of Execution, I would use a term anonymous to me, but so meaningful from my family and ranching background:

“Can he get the hogs off the truck?”

Here is one of the greatest examples of the Four E’s – Energy, Energize, Edge and Execute, and it was a tipping point in the early part of WWII:

VISCOUNT GENERAL BERNARD LAW MONTGOMERY

It is August 13, 1943. The British troops of the British Eighth Army, “The Desert Rats”, was the nickname they gave themselves, were being driven out of North Africa by the Germans under the command of Field Marshall Erwin Rommell. The Brits were dispirited, the officers demoralized, the defensive war was being lost.

“Monty” as his fellow generals addressed him, arrived to take command. He gathers his Officer Corp in Cairo, points to a spot on the map and says:

“The defense of Egypt lies here at Alamein. What is the use of digging trenches in the Delta? If we lose this position we lose Egypt. Here we will stand and fight; there will be no further withdrawal. I have ordered that all plans and instructions dealing with further withdrawal are to be burned at once. If anyone here thinks it can’t be done, let him go at once. I want no doubters in this party. We will stand and fight here. If we can’t stay here alive then let us stay here dead.”

Field Marshall Rommell’s panzers were routed in a decisive victory for the Allies.

Welch says if a person has the Four E’s, he still needs one final attribute:

“Passion: A heartfelt deep and authentic excitement about life and work. People with passion care; really care in their bones about neighbors, employees, colleagues, and friends winning in this game of life. They love to learn and grow themselves and they enjoy it when people around them do the same. No Jealousy.”

Passion, luckily, can’t be faked for very long, so this is usually a pretty easy call. Either people have a genuine zest for living and giving, or they’re just showing up. In my view, passion is the difference between average and excellent, between mediocre and superlative and many times between losing and winning. For *Passion*, here is my favorite example.

PM Winston Churchill to House of Commons – 04 June 1940

“I have myself full confidence that if all do their duty, if nothing is neglected, and if the best arrangements are made, as they are being made, we shall prove ourselves once again able to defend our island home, to ride out the storm of war, and to outlive the menace of tyranny, if necessary for years – if necessary alone.

At any rate, that is what we are going to try to do. That is the resolve of His Majesty's Government – every man of them. That is the will of Parliament and the nation. The British Empire and the French Republic, linked together in their cause and in their need, will defend to the death their native soil, aiding each other like good comrades to the utmost of their strength.

Even though large tracts of Europe and many old and famous States have fallen or may fall into the grip of the Gestapo and all the odious apparatus of Nazi rule, we shall not flag or fail.

We shall go on to the end.

We shall fight in France, we shall fight on the seas and oceans,

We shall fight with growing confidence and growing strength in the air,

We shall defend our island, whatever the cost may be,

We shall fight on the beaches, we shall fight on the landing grounds,

We shall fight in the fields, and in the streets, we shall fight in the hills;

We shall never surrender,

And even if, which I do not for a moment believe, this island or a large part of it were subjugated and starving, then our Empire beyond the seas, armed and guarded by the British Fleet, would carry on the struggle, until, in God's good time, the new world, with all its power and might, steps forth to the rescue and the liberation of the old."

Ladies and Gentlemen – that is *Passion*.

Now, an important point. You absolutely cannot even start to think about Welch's Four E's until you get a solid yes on two questions.

First: Does the leadership candidate have integrity? That means, does he or she tell the truth, take responsibility for past actions, admit mistakes and fix them? Does he demonstrate fairness, loyalty, goodness, compassion? Does she listen to others? Does he truly value human dignity and voice? These may seem like fuzzy, subjective questions, but you have to get a strong "AMEN" in your gut to **all of them** to even consider a person as a leader.

Second: Before applying the Four E's, you have to ask, is the candidate intelligent? That doesn't mean a leader must have read Kānt and Shakespeare (*if it did, I would have been out of a job*). It does mean the candidate has to have the breadth of knowledge, from history to science, which allows him to lead other smart people in a world that is getting more complex by the minute. Further, a leader's intelligence has to have a strong emotional component. He has to

have high levels of self-awareness, maturity, and self-control. She must be able to withstand the heat, handle setbacks, and when those lucky moments arise, enjoy success with equal parts of joy and humility. No doubt emotional intelligence is more rare than book smarts, but it is actually more important in the making of a leader. You can't just ignore it. (*Sheep Herder Anecdote*)

Warren Bennis, one of the most prolific modern writers on leadership, reported from his extensive research four things people want most from their leaders: DIRECTION, TRUST, HOPE, RESULTS.

- DIRECTION. People want leaders to have a purpose. Followers want passion, conviction, and a strong point of view. There are many things in life that will catch your eye, but only a few will fill your heart ... *pursue those*.

Senator Barbara Mikulski says, "Leadership is creating a positive state of mind in others."

As one person put it, "Stand for something! Let us know what you believe." Or, as a country and western song puts it, "If you don't stand for something, you may fall for anything."

Leaders make sense of a foggy future, and their vision connects in the minds and hearts of people.

Father Ted Hesburgh, Notre Dame, "The very essence of leadership is that you must have a vision. You can't blow an uncertain trumpet."

U.S. Ambassador Ken Adelman, "A leader knows what's best to do; a manager knows merely how best to do it."

- TRUST. According to Bennis, the ability to trust a leader is perhaps more important today than any time in recent history, made so by so many breaches of trust that contributed to the world financial collapse.

To gain trust, leaders must, of course, be truthful. Additionally, we are more likely to trust people who are competent, people who care, and people on whom we can rely. A saying that I did not coin, but that means much to me is, "**I don't care how much you know until I know how much you care.**"

Surprises break down trust and build resentment. Thus, associates should not be surprised by changes of leaders' decisions on structure, personnel, technology, policies or strategies.

- HOPE. People may believe deep-thinking pessimists, but we don't follow them. Leaders bring hope. They believe, and they kindle the fire of optimism in followers (*Sir Winston, Monty*).

Confucius said, “Leaders are dealers in hope.” A cold analysis of the facts may suggest there is no possible way to accomplish something, but leaders are optimists, true believers.

General of the Army, Omar Bradley, “Bravery is the capacity to perform properly – even when scared half to death.” (*Understandable Communication Anecdote*)

▪ RESULTS. Success breeds success. Inspirational pep talks, believable persuasion, even downright cockiness fades quickly if leaders do not produce results.

As a CEO once said, “You can’t go 0 for 21 in your decisions and expect people to follow you. Short-term successes keep our compass pointed toward the vision.”

A high school coach lost all games, 2 years in a row - when asked how the new season looked, he proudly responded, “Well, we have everybody coming back.”

Stephen Covey says, “Management is efficiency in climbing the ladder of success. Leadership determines whether the ladder is leaning against the right wall.

Mark McCormack, author of What They Don’t Teach You at Harvard MBA, writes:

Three Most Difficult Things to Say:

- I don’t know
- I was wrong
- I need help
-

(added by Hjalma Johnson):

- I’m sorry. (*LA Freeway Anecdote*)
Leave yourself a little room for the remote possibility that one time in your life you could be wrong – not likely to happen, but possible.

On humility as a character trait, I believe that if a person loses his humility, regardless of where he stands, he is on the way down.

As a human being one can do really bad things all by oneself.

Anything good that happens to you in life, if you are honest, you can look back and see many contributors:

Your maker
Your parents
Your teachers
Your mentors
Your supporters
Your friends.

I challenge myself constantly to look back to see who brought me to this place and on whose shoulders I am standing.

Theodore Roosevelt's most famous observation had to do with the quality of leadership – the measure of man when action is required of him. He wrote:

“It is not the critic who counts, not the man who points out how the strong man stumbled or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs and comes short again ... who knows the great enthusiasms, the great devotions and spends himself in a worthy cause; who at the best, knows in the end the triumphance of high achievement; and who, at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who know neither victory nor defeat.”

Harry Chapin's “Father to Harry”:

“There are two *tireds* at the end of the day – Good Tired and Bad Tired.

You can be Bad Tired and yet have won – But you fought someone else's agenda – you fought the wrong fight for the wrong reasons.

You can be Good Tired and yet have lost – But you stood up for your beliefs. You fought the right fight for the right reasons. You can sleep the good sleep of the righteous.”

Leadership is fighting the right fight for the right reasons. Robert Louis Stevenson's definition of success:

“The man is a success who has lived well, laughed often and loved much; who has gained the respect of intelligent men and the love of children; who has filled his niche and accomplished his task; who leaves the world better than he found it, whether by an improved poppy; a perfect poem or a rescued soul; who never lacked appreciation of earth's beauty or failed to express it; who looked for the best in others and gave the best he had.”

A group of high school students were asked to list what they thought were the present “Seven Wonders of the World”. Though there were some disagreements, the following received the most votes:

- 1 Egypt's Great Pyramids
- 2 Taj Mahal
- 3 Grand Canyon
- 4 Panama Canal
- 5 Empire State Building
- 6 St. Peter's Basilica
- 7 China's Great Wall.

While gathering the votes, the teacher noted that one student had not finished her paper yet. So she asked the girl if she was having trouble with her list. The girl replied, "Yes, a little. I couldn't quite make up my mind because there were so many."

The teacher said, "Well, tell us what you have, and maybe we can help."

The girl hesitated, then read, "I think the 'Seven Wonders of the World' are:

- 1 To See
- 2 To Hear
- 3 To Touch
- 4 To Taste
- 5 To Feel
- 6 To Laugh
- 7 To Love."

The room was so quiet you could hear a pin drop. The things we overlook as simple and ordinary and that we take for granted are truly wondrous. **The most priceless things in life cannot be built by hand or bought by man.**

PM WSC to US Congress 26 Dec. 1941

Resolutions by Lloyd Shearer

Business Forecast

(George Will Baseball Anecdote)

PARADE MAGAZINE COVER
DECEMBER 27, 1975

RESOLUTIONS

- ❖ No one will ever get out of this world alive.
- ❖ Resolve therefore to maintain a sense of values.
- ❖ Take care of yourself. Good health is everyone's major source of wealth. Without it, happiness is almost impossible.
- ❖ Resolve to be cheerful and helpful. People will repay you in kind.
- ❖ Avoid angry, abrasive persons. They are generally vengeful.
- ❖ Avoid zealots. They are generally humorless.
- ❖ Resolve to listen more and to talk less. No one ever learns anything by talking.
- ❖ Be chary of giving advice. Wise men don't need it, and fools won't heed it.
- ❖ Resolve to be tender with the young, compassionate with the aged, sympathetic with the striving, and tolerant of the weak and the wrong. Sometime in life YOU will have been all of these.
- ❖ Do not equate money with success. There are many successful money-makers who are miserable failures as human beings. What counts most about success is how a person achieves it.

LLOYD SHEARER, 1975
PUBLISHER PARADE MAGAZINE

**THE
CURRENT
BUSINESS FORECAST
BY
HJALMA JOHNSON**

Business

Will continue to go where invited and remain where appreciated

Reputations

Will continue to be made by many acts and be lost by one

People

Will go right on preferring to do business with friends

Product Knowledge

Will have no substitute

Know-How

Will surpass guess-how

Enthusiasm

Will be as contagious as ever

Performance

Will continue to outsell promises

Quality

Will be prized as a precious possession

Trust

Not tricks, will keep customers loyal

The Extra Mile

Will have no traffic jams