



PMINJ 2011 Annual Symposium
Deliver with WOW!!
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Leadership Through WOW!:
Patton, Powell, Mandela,
and Moeller

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“Leadership is the art of accomplishing more than the science of management says is possible.”

Maxwell's Five Levels of Leadership

- Leadership from Position
 - Rights security, authority has been given you to.
 - you are appointed not earned
- Leadership From Respect.
 - People follow because they like you. Lead by inter - relationship
 - Lead by respecting them
- Leadership From Results.
 - Followed because of what you do for the organization.
 - Follows you because they admired you as a producer
- Leadership From People Development.
 - Emphasis on coaching and mentoring
 - Lead by coaching leaders by passing along what you learn,
- Leadership From Mentors
 - Rarely achieved. A deep personal respect.
 - Long time to be developed and admired because of who we are.

Gen. George S. Patton



- Blood and Guts (Our blood – his guts)
- "Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."
- General Alan Brooke first met George Patton in 1942. He wrote down his views on Patton after the war in Notes on My Life.
 - I did not form any high opinion of him, nor had I any reason to alter this view at any later date.
 - A dashing, courageous, wild and unbalanced leader, good for operations requiring thrust and push but at a loss in any operation requiring skill and judgment.
- Immortalized by George C. Scott, but Patton really had little resemblance to the movie character.

Leadership Quips

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

-- John Quincy Adams

"The growth and development of people is the highest calling of leadership."

-- Harvey S. Firestone

"Successful leaders see the opportunities in every difficulty rather than the difficulty in every opportunity."

-- Reed Markham

Nelson Mandela

- South Africa Leader
- 1993 Nobel Prize for Peace
- Leader through compassion
- Spent 27 years in Jail
- Excellent example of maturity
- The man who walked onto Robben Island in 1964 was emotional, headstrong, easily stung.
- The man who emerged was balanced and disciplined.
- “The greatest glory in living lies not in never falling, but in rising every time we fall.”



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Mandela 8 Lessons of Leadership

1. Courage is not the absence of fear — it's inspiring others to move beyond it.
2. Lead from the front — but don't leave your base behind
3. Lead from the back — and let others believe they are in front
4. Know your enemy — and learn about his favorite sport

Mandela 8 Lessons of Leadership

- 5. Keep your friends close — and your rivals even closer
- 6. Appearances matter — and remember to smile
- 7. Nothing is black or white
- 8. Quitting is leading too

Colin Powell



- Colin Luther Powell was born in Harlem in 1937
 - His parents were Jamaican immigrants
 - Went to public High School
- Joined the Reserve Officers Training Corps (ROTC)
- Served 2 tours in Vietnam
 - Received 11 military decorations, including the Legion of Merit.
 - was wounded by a punji-stick booby trap (Purple Heart)
- Earned MBA
- Assigned to Pentagon under Casper Weinberger
- 1991 Chairman of the Joint Chiefs of Staff
- 2001 Secretary of State

LESSON 1

"Being responsible sometimes means
pissing people off."

LESSON 2

"The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."

LESSON 3

"Don't be buffaloed by experts and elites.
Experts often possess more data than
judgment.

Elites can become so inbred that they
produce hemophiliacs who bleed to death as
soon as they are nicked by the real world."

LESSON 4

"Don't be afraid to challenge the pros,
even in their own backyard."

LESSON 5

"Never neglect details. When everyone's
mind is dulled or distracted the leader must
be doubly vigilant."

LESSON 6

"You don't know what you can get away with until you try."

LESSON 7

"Keep looking below surface appearances. Don't shrink from doing so (just) because you might not like what you find."

LESSON 8

"Organization doesn't really accomplish anything. Plans don't accomplish anything, either. Theories of management don't much matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds."

LESSON 9

Org charts and fancy titles count for next to nothing.

LESSON 10

"Never let your ego get so close to your position that when your position goes, your ego goes with it."

LESSON 11

"Fit no stereotypes. Don't chase the latest Management fads. The situation dictates which approach best accomplishes the team's mission."

LESSON 12

"Perpetual optimism is a force multiplier."

LESSON 14

"Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand."

LESSON 15

Part I: "Use the formula $P=40$ to 70, in which P stands for the probability of success and the numbers indicate the percentage of information acquired."

Part II: "Once the information is in the 40 to 70 range, go with your gut."

LESSON 17

"Have fun in your command. Don't always run at a breakneck pace. Take leave when you've earned it: Spend time with your families.

Corollary: surround yourself with people who take their work seriously, but not themselves, those who work hard and play hard."

Other Lessons

13 "Powell's Rules for Picking People:"

Look for intelligence and judgment, and most critically, a capacity to anticipate, to see around corners. Also look for loyalty, integrity, a high energy drive, a balanced ego, and the drive to get things done.

16 "The commander in the field is always right and the rear echelon is wrong, unless proved otherwise."

18 "Command is lonely."

Career Tips From Colin Powell

Colin Powell is a "problem solver", a man who knows how to make the system work with minimal friction, someone who carries out the vision, not the one who imagines it. "Do it my way or else I walk - that's not my style" Powell once said. He is not the general who says: "That's an order." "I don't think I've ever done that in 35 years of service," Powell says. "If I have to, I assure you, I can fire people. But I always find it much better to try to solve problems, not to create problems for your bosses."

Career Tips From Colin Powell

To climb the ladder of success, one must show the essential quality of stewardship, serving in a manner that encourages confidence, trust and loyalty. Great leaders like Colin Powell have shown that they are exemplary caretakers of the interests and the purposes they serve.

Ruth Moeller

- Lost husband Paul to ALS
- Formed ALS Walk fund raiser in Toledo
- Over 1,500 participants in 2009
- Leader by example
 - Compassion
 - Work
- Proof that leadership is all around us
- “I have a passion to help other people”



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"I keep six honest serving men
(They taught me all I knew);
Their names are What and Why and When
And How and Where and Who."
—Rudyard Kipling



We're All In This Together!



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