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# **Leadership: Lessons from Business and Sports**

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Philip Livingston  
Vice Chairman  
Approva Corporation

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# Great Leaders Set Big Goals and Communicate Them Again and Again

- Annual goal setting at University of Maryland
    - Jerry Claiborne – Hall of Fame College coach
    - Season goals set in opening meeting every year
    - Weekly objectives
      - Rush for 150 yds
      - No turnovers
    - 3X5 card football goals and personal goals
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The Little Things

Difference Between Good and Great

**Roll three times!!**

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Al Davis

Owner – Oakland Raiders

**“You want to be an  
ACCOUNTANT!?!?!”**

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# **Raider Values**

Super Bowl XV – Raiders 27 – Eagles 10

**Pride and Poise**

**Commitment to Excellence**

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Bob Swanson  
Co-Founder Genentech

**Sense of Urgency**

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# Why are Values so Critical to Leadership?

- Question 1 and 2 of the “Leadership Mirror”
    - “Do I have clear values as a leaders?”
    - “Do my followers recognize my values through key actions that I demonstrate?”
  - Values are the enduring principles that provide the **bearings to guide us** throughout our lives.
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# Great Leaders Have Enduring Impact

## Dinner With Jack Welch

- **Live the GE Values** – if not then out.
  - His focus was on building leaders – he was a **leadership development machine**
  - Great companies have GREAT leadership development programs
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# Great Leaders Have Enduring Impact

Raiders Coach Tom Flores

Vs.

Eagles Coach Dick Vermeil

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# Great Leaders Have Enduring Impact Washington in the “Jerseys”

The roots of our successful entrepreneurial economy go back to diversity of our population and the leadership styles that evolved to pull those groups together.

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# Leadership Role of Finance

- Passage of Sarbanes Oxley Act of 2002
  - Some real leadership failures lately
  - Finance has a tough role:
    - Be a team player – side by side with the team but also the conscience of the company
    - Make sure our shareholders get a true picture
  - Need to step up across all fronts in finance
  - Need to eliminate transactions done only for accounting impact!
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# Traits of Great Business Leaders

- Makes the right call on where to **SPEND their time**. Works on the things that make a difference.
  - Avoids jumping in to solve problems that others can handle
  - Develops a pipeline of **great people**
  - Maintains **control of KEY decisions**
  - Makes **people feel appreciated and stay loyal**
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# Traits of Great Business Leaders

- They have **high expectations** of their themselves and their teams.
  - **Optimistic** and positive
  - Recognize that work is NOT purposeless ambling, but purposeful action
  - Constantly looking for what we are accomplishing and what needs to be accomplished – **RESULTS orientation**
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# My Favorite Characteristics of a Great Leader

- Self-effacing
  - Action oriented. Move now, fix it later.
  - Optimistic
  - Focus on the results not who gets the credit
  - Act like stewards of great organizations
  - Ears open! They listen and learn.
  - They build and empower great teams
  - Focus on the facts and decisive
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# “The Effective Executive”

## Peter Drucker

1. Effective execs **know where their time goes**. The work effectively at managing the little of their time that they can be brought under their control.
  2. Effective execs focus on outward contribution. They gear their efforts to **results rather than to work**.
  3. Effective execs **build on strengths**; they do not build on weakness. They do not start out with things they can not do.
  4. Effective exec **concentrates** on the few major areas where superior performance will produce outstanding results. They **set priorities and stay with their priority decisions**.
  5. They make effective **decisions** based on a system of gathering facts and dissenting opinions. Look for a few great fundamental decisions. Focus on the getting the right strategy rather than the razzle-dazzle tactics.
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# Leader vs. Manager

- Manager:
    - Great budgeter and planner
    - Very **systematic** about plotting to achieve those plans
    - Select **good people and train them**, communicate plans and delegate
    - Great at spotting deviations from plan and getting back on track
    - Produces **predictability and order**
  - Leaders:
    - Focus on **clear direction through vision** and communication
    - Strategy alignment AIMED at the VISION
    - Great at **inspiring people** to get through the obstacles
    - Produce **real change**
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# Leaders Focus on Their Strengths

- What are your strengths?
  - How are you developing them?
  - Leadership Inventory:
    - Is it your communication skills?
    - Knowledge of the industry?
    - Technical skills?
    - Team building and people development?
    - Relationship building?
    - Strategic and analytical thinking?
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# Leadership is a Relationship

Leadership is a **RELATIONSHIP** between those that aspire to lead and those who choose to follow.

Leadership is most often evaluated by asking the subordinates and peers.

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# Natural Tensions and Conflicts in Leadership

- Dialogue amongst senior leadership about the conflict between individual / unit priorities and enterprise priorities or the priorities of another unit.
  - **Leadership conflict is inherent in managing a complex environment** – recognize it don't fight it.
  - **Don't waste emotional energy** thinking your organization is different. Conflict is natural.
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# Lou Gerstner

- Focus
  - Speed
  - Customers
  - Teamwork
  - Getting all the pain behind us
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# George Balanchine

- “Do it now!”
  - Why wait? Time is the most precious asset. It is fleeting and who knows when it ends for each of us.
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# Approva Corp

## Strengthening ERP Internal Controls

### Manufacturing



### Utilities and Communications



### Consumer Products



### Pharmaceutical