

# SCAGPO

South Carolina Association of  
Governmental Purchasing Officials

ESTABLISHED IN 1978



***Leading With Excellence***

***From Wherever You Are***

***Norma Hall, FNIGP, CPPO, CPPB, CPM***

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***Leading from Wherever You Are***

***Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.***

***Jack Welch***

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***The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant***

***Max DePree***

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## *Leading from Wherever You Are*

- *There are many great leaders and publications on leadership, some better than others, but all will help identify what individuals think are the important aspects of Leadership and identify characteristics of leaders.*
- *It is up to you to determine what works for you and your organization and ultimately how you lead. One thing to remember is there can be many leaders in an organization, with one leader having ultimate responsibility.*



## *Leading from Wherever You Are*

- **Phil Jackson, the 13-time N.B.A. Champion** and most winning coach in basketball history (Chicago Bulls, Los Angeles Lakers) is one of those great leaders.
- His book on leadership entitled “*Eleven Rings*” identified several principles that are worth looking at.



## *Leading from Wherever You Are*

- *Lead from the Inside Out* – Avoid Fads, Lead From Who You Are, Speak From Your Heart
- *Bench the Ego* – Distribute Power as Widely as Possible Without Surrendering Final Authority – It Will Free You to Focus on Your Job as Vision Keeper
- *Let Each Player Discover His Own Destiny* – Get Them to Think for Themselves so They Can Make the Difficult Decisions in the Heat of the Battle



## *Leading from Wherever You Are*

- ***The Road to Freedom is a Beautiful System – Offer Each Person a Vital Role to Play, Give Them a High Level of Creativity Within a Clear, Well-Defined Structure***
- ***Turn the Mundane into the Sacred – Make Something Meaningful out of the Most Mundane Activities – Create “Rituals” to Give a Sense of Sacred***



## *Leading from Wherever You Are*

- ***One Breath = One Mind*** – Have Players Sit in Silence Together Breathing in Sync – Work to Align on a Non-Verbal Level; Give a Certain Degree of Structure, but Enough Latitude to Express Themselves Creatively
- ***The Key to Success is Compassion*** – A Few Kind and Thoughtful Words can Have a Strong Transformative Effect on Relationships – Compassion Breaks Down Barriers Among People



## *Leading from Wherever You Are*

- ***Keep Your Eye on the Spirit, Not on the Scoreboard-***  
When a Player is Playing with His Natural Abilities, He Activates to a Higher Potential for the Team That Transcends His Own Limitations – Focus on Whether the Players are Moving Together in a Spirited Way
- ***Sometimes You Have to Pull Out the Big Stick –***  
Sometimes Jackson used “Tricks” to Wake Players up and Raise Their Level of Consciousness – to Prepare Them for the Chaos That Can Occur



## *Leading from Wherever You Are*

- ***When in Doubt, Do Nothing*** – Our Tendency is to do Something to Solve a Problem – There are Some Occasions When the Best Solution is to do Absolutely Nothing – Subscribe to the Late Satchel Paige’s Philosophy...  
*“Sometimes I Sits and Thinks, and Sometimes I Just Sits”*.
- ***Forget the Ring*** – Being Fixated on Winning (or Not Losing) is Counterproductive, Especially if You Lose Control of Your Emotions – Obsessing About Winning is a Loser’s Game – Create the Best Possible Conditions for Success, Then Let Go of the Outcom

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***Leading from Wherever You Are***

**Jackson's Conclusion:**

***What Matters Most is Playing the Game the  
Right Way and Having the Courage to Grow... When  
You do That, the Ring Takes Care of Itself***



## *Leading from Wherever You Are*

- **Another Great Leader – Colin Powell** – in his Book *“It Worked For Me: In Life and Leadership”* Identified Thirteen (13) Rules
- ***Colin Powell Realized it is all About People and Relationships***, he has Hung on to These Thirteen Rules Over the Years



## *Leading from Wherever You Are*

- *It Ain't as Bad as You Think – It Will Look Better in the Morning* – This Rule Reflects Attitude and not a Prediction. Keep Your Confidence and Optimism up, no Matter how Difficult the Situation. Things Will Get Better. You Will Make them Better.
- *Get Mad, Then Get Over It* – Get mad, then get over it quickly, never lose control of yourself.



## *Leading from Wherever You Are*

- *Avoid Having Your Ego so Close to Your Position That When Your Position Falls, Your Ego Goes With It – Accept That Your Position was Faulty, Not Your Ego. Loyalty is Disagreeing Strongly, and Loyalty is Executing Faithfully.*
- *It Can be Done! – Don't Surround Yourself With Instant Skeptics. Be Careful not to Shut Out Skeptics and Colleagues Who Give You Solid Counterviews*



## *Leading from Wherever You Are*

- *Be Careful What You Choose – You May Get It – Don't Rush Into Things*
- *Don't Let Adverse Facts Stand in the Way of a Good Decision - Superior Leadership is Often a Matter of Superb Instinct. Often, the Factual Analysis Alone Will Indicate the Right Choice. Your Judgment Will be Needed to Select From the Best Course of Action*



## *Leading from Wherever You Are*

- ***You Can't Make Someone Else's Choices*** – You Shouldn't Let Someone Else Make Yours. Ultimate Responsibility is Yours, Make Sure the Choice is Yours and You are Not Responding to the Pressure and Desires of Others.
- ***Check Small Things*** – Success Ultimately Rests on Small Things, Lots of Small Things. Leaders Have to Have a Feel for Small Things – What is Going on in the Organization Where Small Things Reside. Leaders Must Find Ways, Formal and Informal to Get Visibility Into That World



## *Leading from Wherever You Are*

- *Share Credit* – People Need Recognition and a Sense of Worth – Share the Credit, Take the Blame, and Quietly Find Out and Fix Things That Went Wrong. *Whenever You Place the Cause of One of Your Actions Outside Yourself, It's an Excuse and Not a Reason.*
- *Remain Calm – Be Kind* – In The Heat of Battle – Kindness, Like Calmness, Reassures Followers and Holds Their Confidence. Kindness Connects You to Other Human Beings in a Bond of Mutual Respect. If You Care for Your Followers and Show Them Kindness, They Will Recognize and Care for You.



## *Leading from Wherever You Are*

- ***Have a Vision*** – Be Demanding. Purpose is the Destination of a Vision. It Energizes That Vision, Gives it Force and Drive. It Should be Positive and Powerful, and Serve the Betterment of the Organization
- ***Don't Take Counsel of Your Fears or Naysayers*** – Fear is a Normal and Human Emotion. It is Not in Itself a Killer. Train to Operate Through and in Spite of Our Fear. Fear Has to be Controlled to Overcome or it Will Paralyze and Stop You in Your Tracks. *Never Let it Control You, if it Does, You Cannot Lead*

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## *Leading from Wherever You Are*

- ***Perpetual Optimism is a Force Multiplier*** – Perpetual Optimism, Believing in Your Purpose, Believing You Will Prevail, and Demonstrating Passion and Confidence is a Force Multiplier.

***If You Believe and Have Prepared Your Followers, the Followers will Believe.***



## *Leading from Wherever You Are*

One Area in Leadership that Often gets Overlooked is Leadership Sustainability – in Other Words, ***Conscientiously and Specifically Improving Leadership Abilities***

Dave Ulrich and Norm Smallwood in Their Book “Leadership Sustainability” Have Developed Seven Disciplines to Incorporate Into Your Leadership Plan to Ensure You Conscientiously and Specifically Improve Upon Your Leadership Abilities



## *Leading from Wherever You Are*

- ***Simplicity*** – Focus on What Matters Most – Tell Stories with Impact – Find Simplicity in the Face of Complexity and Replace Concept Clutter with Simple Resolve – Prioritize the Behaviors that Matter Most
- ***Time*** – Manage Your Calendar to Reflect Your Priorities – Put Desired Behaviors Into Your Calendar – Employees See What Leaders do More Than They Listen to What They Say. They See Who We Spend Time With, What Issues We Spend Time On



## *Leading from Wherever You Are*

- ***Accountability*** – Take Personal Responsibility for Doing What You Say You Will do and Hold Others Accountable as Well. Be Consistent with Personal Values and Brand.
- ***Resources*** – Dedicate Resources to Support Desired Changes with Coaching and Infrastructure. Use a Coach and Obtain Institutional Support to Become a Better Leader



## *Leading from Wherever You Are*

- ***Tracking*** – Track Specific Measures – Measure What’s Important, Not What is Easy – Tie Measures to Consequences – Desired Behaviors That are Not Tied to Measures May Not Be Accomplished
- ***Melioration*** – Master the Principles of Learning – Experiment Frequently, Reflect Always, Become Resilient, Face Failure, Don’t be Calloused to Successes – ***Improve Continually***



## *Leading from Wherever You Are*

- ***Emotion –***

- *Know Why You Lead – Connect Change to Personal and Organizational Values – Recognize Your Impact on Others, Make it Positive* –  
*Celebrate Successes for All Within Your Organization – Don't be Afraid to be Emotionally Vulnerable and Transparent, Show That You are Human Too*



## *Leading from Wherever You Are*

### *When Hiring*

- *Look For Leadership Qualities - Ask About What “Other Projects or Activities” the individual has been involved in.*
- *Ask –*
  - *“What is Your Passion?”*
  - *“If You Could do Anything You Wanted to Make Procurement Better, What Would it Be?”*
  - *“What is the Toughest Situation You Have Been Involved With and How Did You Handle the Situation, What Was the Outcome, Who Was Involved?”*



### *What is Your Leadership Style?*

#### **Lead by Example:**

- From The Inside Out – From the Heart – Let Team Members Discover Their Own Destiny (Think for Themselves/Make Tough Decisions)
- Encourage – Team Members to “Be Passionate” and Share That Passion With Others
- Be Compassionate – Care – No One Cares How Much You Know Until They Know How Much You Care (Speak Kind & Thoughtful Words)
- It’s Okay to Make Mistakes – Admit Them, Learn From Them, Become Better the Next Time



### *What is Your Leadership Style?*

#### **Lead by Example:**

- Learn That You Can't Make Someone Else's Choices
- Don't Blame Others – If You Are the Leader, Ultimately You Are Responsible
- Share or Give Credit – There are Many Successful, Creative, Talented People – Give Others the Chance to Excel **and** Give Them Credit or Recognition For It
- Have a Vision – Share it With Your Organization and Staff – Focus on What Matters Most



### *What is Your Leadership Style?*

#### **Lead by Example:**

- Be Accountable – Take Personal Responsibility – Instill That in Your Staff – Hold Others Accountable
- Measure Effectiveness – From General to Specific Measures (Cost Savings, Cost Avoidance, Improved Processing Time, etcetera)
- Be Optimistic: Believe in Yourself, Your Staff, Your Purpose, and That You Will Prevail
- Know Why You Lead – Recognize Your Impact on Others
  - Make Sure it is Positive!

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***Henry Ford on Leadership:***

*Failure is Only the Opportunity to Begin Again More Intelligently*

*If Everyone is Moving Forward Together, Then Success Takes Care of Itself*

*You Say I Started Out With Practically Nothing, But That Isn't Correct. We All Start With All There Is. Its How We Use It That Makes Things Possible.*

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***Henry Ford on Leadership:***

*You Can Do Anything if You Have Enthusiasm. Enthusiasm is the Yeast That Makes Your Hopes Rise to the Stars.*

*Coming Together is a Beginning. Keeping Together is Progress. Working Together is Success.*

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***Leading is a Team Effort***

***You Can't Do It By Yourself!***



### *Sources*

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***Questions?***