

**BOEING LEADERSHIP ASSOCIATION OF SOUTHERN CALIFORNIA  
JUNE 23, 2021  
LINCOLN: LESSONS IN LEADERSHIP**

**TWO PERSPECTIVES ON LINCOLN**

**THE CHARACTER OF LINCOLN**

**INTEGRITY**

Mel Green's "Henkimaa" blog.

"The root of the word *integrity*, is the Latin *integer*, which means, literally, *untouched*. And so an integer is a number that hasn't been broken or fractionated. It is complete, a whole number. Something which is *integral* is something which is essential to completeness, something which is *integrated*, which is to say, something which has been incorporated into a functioning and unified whole. And so to have *integrity* is to have wholeness, completion, undividedness."

**GRACE**

### From How Starbucks Saved my Life

The book is the story of Michael Gates Gill, grew up Ivy League, worked for a mammoth advertising agency in New York, lost his job at age 58, had an affair and lost his family. At 64 he is unemployed and by circumstance is offered a job as a barista at Starbucks. The book is about his life-saving experience. A great story on the dignity of work, diversity, living life. Note some of these pieces on connecting with customers.

- I notice that people at Starbucks seem more polite. When asking me to do something, Crystal or my other Partners would always say “Mike, could you do me a favor?” There was never any order given.
- Everyone at Ford lived in fear and loved to see someone else get publicly humiliated. My first boss had told me “Fear is a great motivator”. The ad you were working on was either great or a piece of crap. Here at Starbucks both the partners and the Guests seemed to agree tacitly that everyone should be treated with respect and dignity. I had never seen any work environment like it. The best Fortune 500 companies I had encountered, despite spending months and lots of money writing and publishing high sounding mission statements, never practiced what they preached.

### Understanding Why People Follow

Leaders are only as strong as the connections they make with each person. Warren Buffett, “A leader is someone who can get things done through other people.” Strengths Based Leadership: Great Leaders, Teams, and Why People Follow by Tom Rath and Barry Conchie shares a Gallup study from 2005-2008. The average person’s opinion about leadership. 10,000 were contacted through Gallup. These were the questions:

- What leader has the most **positive** influence in your daily life?
- Please list the three words that best describe what this person contributes to your life.

They then studied the 25 most commonly mentioned words. As a result, Follower’s Four Basic Needs

**\*Trust \*Compassion \*Stability \*Hope**

**TRUST**

**COMPASSION**

**STABILITY**

**HOPE**

## HUMILITY

### From [How Starbucks Saved my Life](#)

His boss is Crystal – a young African-American woman. Here are some descriptions of their approach of servant leadership in action.

- Crystal appeared in a swirl of positive energy. “Let’s share a cup of coffee. Sit here; I will bring you a sample.” Crystal was helping me feel at ease, but I was a long way from being comfortable. Crystal really was going to give me a chance to prove myself.

“Mike is a new partner, she explained to Kester, and I was wondering if you could do me a favor. Would you be willing to be his training coach?” I was to learn that nobody at Starbucks ever ordered anyone to do anything. It was always “would you do me a favor” or something similar.

Crystal returned with a cup of Verona for each of us and some espresso brownies. I was surprised by the enthusiastic way she served us. I had never served anything to any subordinate in all my years in corporate life. But Crystal seemed to be genuinely enjoying the experience.

- “Mike, I am going to show you how to really clean a bathroom. We’ll do it together once. Then I want you to make sure the bathroom is always sparkling”. I was surprised how little revulsion I felt for a job I would have previously thought too far beneath me and much too humiliating to even contemplate. But since Crystal seemed to be so positive about it, her respect for the challenge of cleaning a bathroom made me feel differently.

**COURAGE**

**From Good to Great - Level 5 Leaders**

Good to Great did classic research in what moved a company that was performing okay to one that outperformed all others within its categories. There are several factors; understanding what they do well and focus and getting the right people, but key was the leader, what they called a **Level 5 Leader**.

Level 5 leaders are more plow horse than show horse. Good to Great hesitated to use the term “servant leadership” because they felt it made those leaders sound weak or meek. Level 5 leaders are not weak nor meek, instead they are fearless – their ambition, however, is not for themselves but for their company.

One of the things I love about those with a true entrepreneurial spirit is that they are not afraid. They are willing to take risks and make decisions and move on. I don’t have that gift. I work to make sure everyone will agree before a decision. I make decisions and then immediately question them. If I make a mistake, I linger over the mistake and refuse to let it go. Great leaders have the courage to be wrong and be alone

**THE TWO SIDES OF LEVEL 5 LEADERSHIP**

PROFESSIONAL WILL	PERSONAL HUMILITY
Creates superb results, a clear catalyst in the transition from good to great	Demonstrates a compelling modesty, shunning public adulation, never boastful.
Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.	Acts with quiet, calm determination, relies principally on inspired standards, not inspiring charisma, to motivate
Sets the standard of building an enduring great company; will settle for nothing less.	Channels ambition into the company, not the self; sets up successors for even greater success in the next generation.
Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors or bad luck	Looks out the window, not in the mirror, to apportion credit for the success of the company – to other people, external factors, and good luck.

## THE SKILLS OF LINCOLN

### COMMUNICATION

#### From Do the Right Thing

- Vibrant organizations are built on a culture of engagement in which employees believe in the mission they are trying to accomplish and know that they are contributing to its success.
- Organizations that lack shared goals, shared, knowledge and mutual respect tend to have weak collective identities.
- If front line employees are supposed to understand and accomplish a company's mission, they need to understand how they fit in the achievement of that mission and why their performance matters.

### CONTACT

**SELF-CONTROL/RESTRAINT**

*Half the leaders I have met don't need to learn what to do; they need to learn what to stop.*  
PETER DRUCKER

What Got you Here Won't Get You There by Marshall Goldsmith. His main point is that a lot of management is simply to STOP doing certain actions, activities. These are destructive habits in the workplace, of which Goldsmith lists twenty. He lays out very brief summaries of these twenty habits on a single page, which I'll quote for interest's sake:

1. **Winning too much:** The need to win at all costs and in all situations – when it matters, when it doesn't, and when it's totally beside the point.
2. **Adding too much value:** The overwhelming desire to add our two cents to every discussion.
3. **Passing judgment:** The need to rate others and impose our standards on them
4. **Making destructive comments:** The needless sarcasms and cutting remarks that we think make us sound sharp and witty.
5. **Starting with "No," "But," or "However":** The overuse of these negative qualifiers which secretly say to everyone, "I'm right. You're wrong."
6. **Telling the world how smart we are:** The need to show people we're smarter than they think we are.
7. **Speaking when angry:** Using emotional volatility as a management tool.
8. **Negativity, or "Let me explain why that won't work":** The need to share our negative thoughts even when we weren't asked.
9. **Withholding information:** The refusal to share information in order to maintain an advantage over others.
10. **Failing to give proper recognition:** The inability to praise and reward.
11. **Claiming credit that we don't deserve:** The most annoying way to overestimate our contribution to any success.
12. **Making excuses:** The need to reposition our annoying behavior as a permanent fixture so people excuse us for it.
13. **Clinging to the past:** The need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else.
14. **Playing favorites:** Failing to see that we are treating someone unfairly.
15. **Refusing to express regret:** The inability to take responsibility for our actions, admit when we're wrong, or recognize how our actions affect others.
16. **Not listening:** The most passive-aggressive form of disrespect for colleagues.
17. **Failing to express gratitude:** The most basic form of bad manners.
18. **Punishing the messenger:** The misguided need to attack the innocent who are usually trying to help us.
19. **Passing the buck:** The need to blame everyone but ourselves.
20. **An excessive need to be "me":** Exalting our faults as virtues simply because they're who we are.

A hint, the majority of these can best be accomplished by learning to be quiet. 80% of success is how well we listen. Those who listen well

- think before they speak
- listen with respect (it makes you sweat because it is an effort)
- gauge their responses by asking "is it worth it?" Asking "is it worth it" force you to consider what the other person will feel after hearing your response. Do they really need our two cents?

## SOLACE AND REST

**HOW TO LEAD IN A TIME OF CHAOS, THE SECRETS OF GENERATION FLUX, BY ROBERT SAFIAN**  
Fast Company, October 2012

**Which leads us to the final irony of our story: To succeed, Generation Flux leaders absolutely must marshal time away from the job. "Leaders need to create times for reflection and ask their staffs to do it individually," argues Wheatley. "We need to tell the whole truth about what it is like to work in this environment. Distraction is overwhelming. You can't connect the dots when you're stressed."**

For Blanchard, "Some of the things that matter most unfold in the same rhythm they always have. If the goal is to connect with all opportunities, we will be burned-out shells," she says. "The pace of life hasn't changed, even if the pace of communication has. Do people fall in love more quickly? Do people trust each other more quickly? I work in my garden: You cannot make flowers bloom faster."

Cisco's Warrior agrees. "Leadership will need to make time to clear their brains," she says. "Some do so through spirituality or music or quiet walks. I meditate daily. On weekends, I devote at least four hours to something not analytical: I paint; I write haiku. You have to ask, How do you recharge?"

**INNOVATION/INTUITION/ORGANIZATION**

**THANKS!**

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