Colonel Bill Badger,
Retired



1982-85, The Engineer for the United States Military Academy (West Point), supervised long-range planning, architecture, engineering, energy, environmental, construction, and maintenance.



William W Badger, Ph.D., P.E., NAC

Professor Emeritus



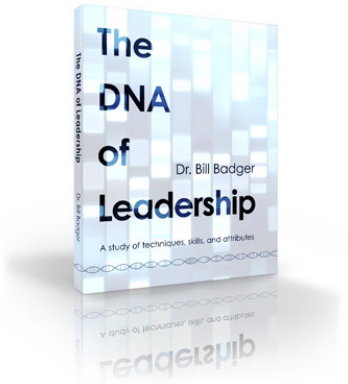
Arizona State University,
Del E. Webb School of Construction
Ira Fulton School of Engineering
Tempe, Arizona 85287
Phone: (480) 965-2499
Email: william.badger@asu.edu

PhD.	Soil Mechanics.	Iowa State University,	1972
MS	Civil Engineering.	Oklahoma State University,	1964
BS	Mechanical Engineering.	Auburn University,	1959

Research Interests: Leadership & Management in Construction

Awards: **2000** Member of the National Academy of Construction (NAC)
2005 ASC's Life Time Achievement Award
2007 CII's Richard L. Tucker Leadership and Service Award
2008 One of 25 ENR's Newsmakers of Year
2010 Member of the DEWSC Hall of Fame





Leadership Wisdoms Found in My Rearview Mirror

Professor Bill Badger

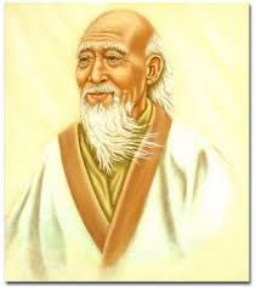
Today's Bad Idea - Think Safety



I noticed it right away. No safety glasses or hearing protection.

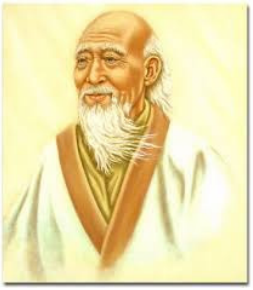
Leadership Is Not New

- **Lao-tzu (604 B.C.) the royal court librarian and historian known as the "Old Master"**



"Respond intelligently even to unintelligent treatment". Lao Tzu

Lao-tzu

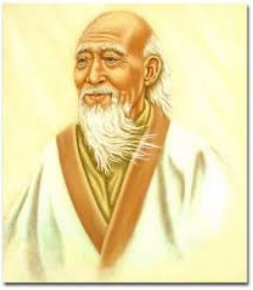


“Effective leadership is to water as they both cleanse and refresh all creatures without judgment”



Q - 6

Lao-tzu





Poor leaders are those who people fear & despise



Good leaders are those who people love.

Lao-tzu



- “True leaders are hardly known to their followers.”



- “Great leaders are those who people say we did it ourselves.”



My Definition of Leadership

- When all your people **"want to do things,"** you are a **leader.**



- When all your people **"have to do things,"** you are a **manager.**

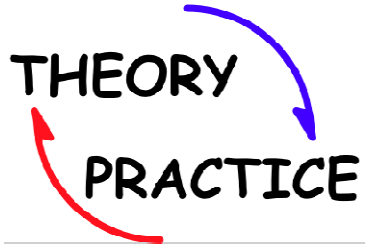


Leadership Research Models



- **The Military Leadership Model**
  - ✓ **Select - Education - Practice - Reward**
- **The Academic Leadership Model**
  - ✓ **Recruit – Educate - Micromanage - Create - Reward**
- **The Industry Leadership Model**
  - ✓ **Education - Recruit - Practice - Reward**





The Military Leadership Model

Select - Education – Practice – Reward

(Reward success with more Education & Promotions)

- **Entry Level Schooling - 3 month – For Lieutenants**
- **Command Platoons of 40 Soldiers**
- **Advanced Course - 12 months – For Captains**
- **Command Companies of 200 Soldiers**
- **The Command & General Staff College - 12 months Majors & Lieutenant Colonels**
- **Command a Battalions of 800 Soldiers**
- **The Army War College - 12 months**
- **Command a Brigade or District - 3000 people Colonels**



The Academic Leadership Model



Recruit – Educate - Micromanage - Create - Reward

- Graduate students' recruitment is based on academic standing, GPA and high IQs.
- Few institutions consider the MS and PhD candidates' people skills, leadership skills, and industry experience in their recruitment.
- Graduate students' basic leadership knowledge is derived from the family value categories and part-time jobs.
- Graduate/research work is individually performed with the faculty member mentoring, controlling, and micromanaging.
- Majority of experience is based on individual effort at four levels
  - ✓ MS students - PhD candidates – Assistant Professor – Associate Professor
- Recruiting and hiring requirements with emphases on academic and individual work delays leadership development.

The Academic Leadership Model is less developed then the military or industry models.



The Industry Leadership Model

Education - Recruit - Practice - Reward

- Usually occurs in the larger more mature organizations and companies.
- They need to be large enough to have four levels of professional employees.
- Leadership development is helped or hinder by the leadership style of the senior management.
  - ✓ Leaders have the tendency to help subordinates develop leadership skills.
  - ✓ Micromanagers reward subordinates who display micromanagement tendencies like the bosses.
- University graduates compete for jobs and are screened for social skills, part-time job experiences, grade point averages, and likability.
- The majority of the leadership skills are learned by OJT.



Four Levels of Leadership



- **Leadership Wisdom's for General Development for Emerging Leaders (PD) 59**
- **Leadership Wisdom's required for Leading Teams (LT) 31**
- **Leadership Wisdom's for Mid-Level Managers (MM) 40**
- **Leadership Wisdoms for Senior Executives (SE) 44**

Total of 174 Leadership Wisdoms

Career Progression Leadership

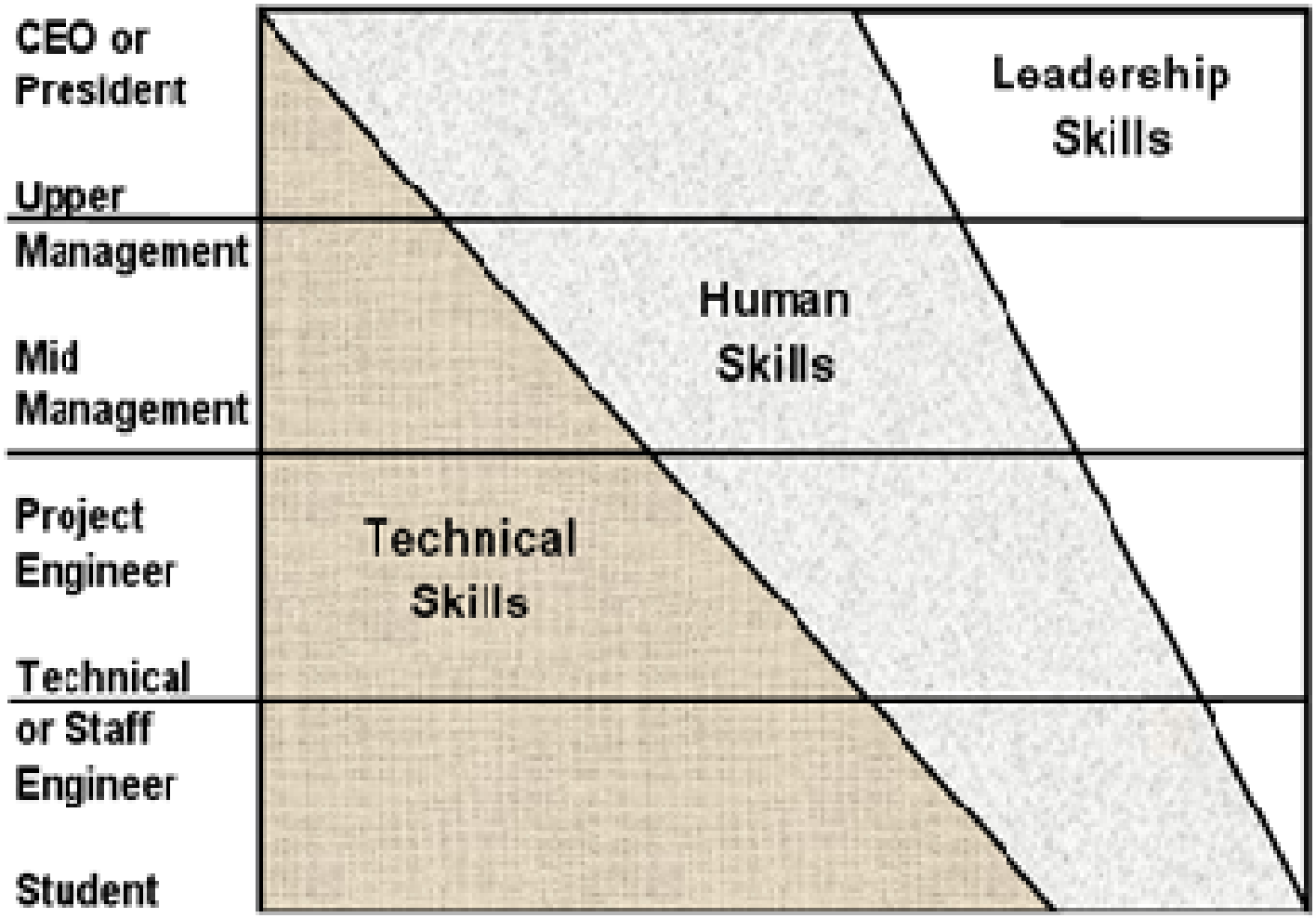
Developments for Engineering Managers (Farr et. al. 1997)

SE

MM

LT

PD



Evolution in Skills for a Successful Engineer

Categories Where Learned



FV - Family Values - Church, Scouts, Team Sports, Clubs, & Reading

FE - Formal Education - K to 12, University Undergraduate and Graduate Degrees, & University Instruction

II - Industry Instruction - CII Senior Leadership and Management Seminars, Fluor Leadership Development, & Rhodes Homes Leadership Training

R - Research - WWB & Avi Industry Research & CII Research

OJT - On-the-Job training – Organizations and Industry Leader/ Manager Input, University administrative Positions, & Military Service

General Development Leadership
59 PD

The Personal Development level defines who the professionals are, how they act, and their core values.

These skills development starts within family, church,

K-8 schools, scouts, clubs, athletic team, and university education and OJT.

(The values and wisdoms that make you a better Professional) and are considered your personal Values.



Individual Exercise for 59 PDs



1. **Select and place an X in column 1 of the top 10 leadership wisdoms that you relate to and are currently practicing.**

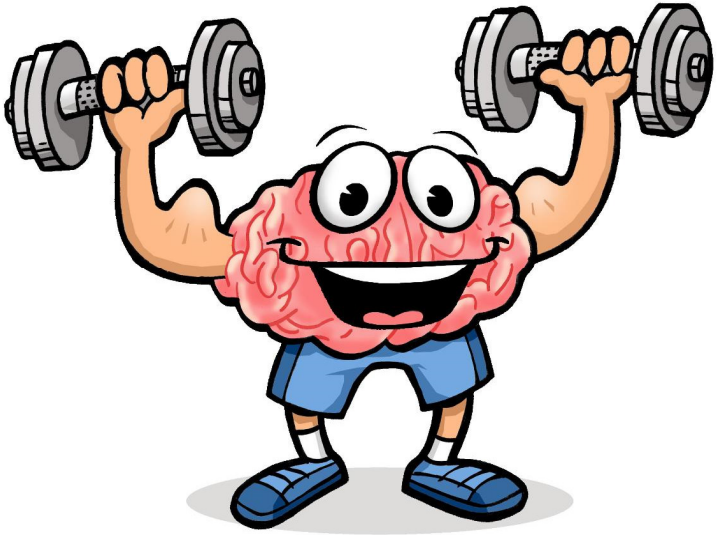
2. **Select and place a circle around the number in column 1 the leadership wisdoms of the top 10 leadership wisdoms that you plan to start implementing to improve your future skills.**

3. **You should develop the Habit of Implementation.**

Individual Exercise

10 minutes

Please provide Professor Badger a copy of your selections



Personal Development Leadership Wisdoms

Top 10 current practices

Practice (20 responses)	Percent of Responses
PD9 Use the magic words "thank you, you're welcome, and please" to show respect.	80%
PD2 Respect all people.	75%
PD27 Ask questions when you don't know the answer/s.	70%
PD23 Protect your reputation, act with character.	70%
PD7 A good personal attitude overcomes all barriers.	65%
PD18 Never let the fear of failure stop you.	65%
PD26 When a mistake is made, own it, and quickly find a solution, and brief the boss.	60%
PD57 A smile is a superb indicator of success, use it often.	55%
PD4 Have and use ethics.	55%
PD20 Deliver more than people expect.	55%

Personal Development Leadership Wisdoms

Top 10 future practices

Practice (20 responses)	Percent of Responses
Learn and remember people's names because it's the first step towards building relationships.	**55%**
Overcome the procrastination virus.	**35%**
Reconnect daily; spend 15 minutes bonding with your significant other.	**30%**
You grow or you go, seek opportunities to develop.	**25%**
Wherever you are, be there; stay focused.	**20%**
Keeping it simple greatly improves performance.	**20%**
Be open; give complete reasons for your directions.	**20%**
Never let the fear of failure stop you.	**15%**
Deliver more than people expect.	**15%**
Work on your communication skills daily.	**15%**

Develop the Habit of Implementation



- **To get where you want to go, you need to develop the "Habit of Use".**
- **Habits can often Be Tough to Build, as there are distractions.**
- **The answer is to create *"micro quotas"* and *"macro goals."***
- **Your goals should be the big picture items.**
- **But your quotas, are the minimum amounts of work that you must get done every single day to make the bigger goal a reality.**
- **Quotas make each day approachable.**

General Development Leadership Wisdom Conclusions



- Many Industry Professionals believe that most of the leadership wisdoms are learned by On-The-Job Training, (OJT).
- Some professionals are classified as Energy Providers and Display leadership traits.
- Some professionals are classified as Energy Suckers and show Lack of leadership traits.
- It is realized that the individual professionals also needs leadership education and training.

Leading Teams (LT)

The second level is leading teams of fellow employees in solving problems and achieving objectives and goals.

In the LT level the new Leader/Manager does not have the power of position nor the ability to delegate, but has to use the power of persuasion.

This falls in the category of voluntary leadership (getting people to do things for you because they want to).



Individual Exercise for 31 LTs

1. **Select and place an X in column 1 of the top 10 leadership wisdoms that you relate to and are currently practicing.**

2. **Select and place a circle around the number in column 1 the leadership wisdoms of the top 5 leadership wisdoms that you plan to start implementing to improve your future skills.**

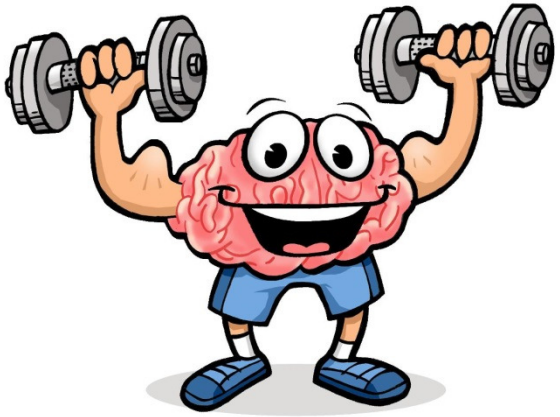
3. **You should develop the Habit of Implementation.**



Individual Exercise

6 minutes

Please provide Professor Badger a copy of your selections



Leading Teams, Leadership Wisdoms

Top 10 current practices

Practice (17 responses)	Percent of Responses
Set the example and strive to be a role model.	65%
Recognize respect people's differences.	59%
Know and be yourself and seek improvement.	53%
Understand and appreciate your bosses' time; be low maintenance and productive.	53%
Never ask more of your people than you are willing to give yourself.	53%
Prior preparation is the key to success.	53%
Change is a fact; learn to embrace it.	47%
Leadership is about the people; management is about task.	47%
Get out on the job, pat people on the back, and tell them "Good Job."	41%
Leaders have to understand that all people are unique.	41%

Leading Teams, Leadership Wisdoms

Top 10 future practices

Practice (17 responses)	Percent of Responses
Know and be yourself and seek improvement.	35%
Leadership is about the people; management is about task.	29%
The better your communication skills; the greater the trust, and the more solid the relationship/s.	29%
It takes a variety of styles and personalities to make a successful team.	29%
Always have meeting agendas.	29%
Always have a Plan B, it forces you to think.	29%
Know where you are going; have goals.	24%
Ensure ever member of the team has an assignment; get everyone involved.	24%
Change is a fact; learn to embrace it.	18%
People need to know how their efforts contribute to the whole.	18%

Leading Teams Conclusions

- Successful professionals are placed in the leadership role and learn by trial and error.
- Successful professionals are thrown in the pool to see if they can swim are not.
  - ✓ If they can, they keep the job.
  - ✓ If they cannot, someone else is thrown in.
- Leading people takes more energy that being a separate independent worker.
- Some professionals hate to be responsible for other people's work.
- This validates the quote:



You are hired for your technical skills, you are fired for your lack of people skills, and your are promoted for your leadership and management skills.

Thought for Today

<u>Manager</u> can lead Horses to the water, but cannot make them drink.



However,

<u>Leaders</u> make Horses thirsty!

Act in ways that make them thirty.

Be Respectful to All People

Use the Magic Words

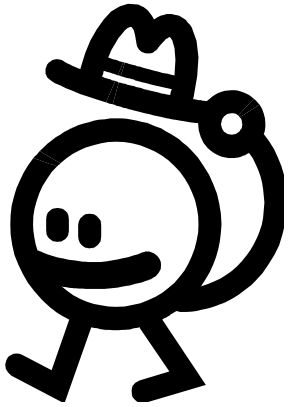
Thank you,

You're Welcome,

Please,

Yes Sir,

No Sir,



Use the Magic Words

Yes Ma'am,

No Ma'am,

Good Job,

Good Question, and

I am Sorry.

Humor



Ranks Number 3 on the list of the most frequently cited leadership traits.

- ✓ **Enthusiasm Number 2.**
- ✓ **Communications (Listening) Number 1.**

4

Be Happy



- Everyone has the obligation to be happy everyday.

- The three components of Happiness Are:

1. Have something meaningful to do.
2. Have someone to love.
3. Have something to look forward to.

5

All Professionals Need To Reconnect, Daily

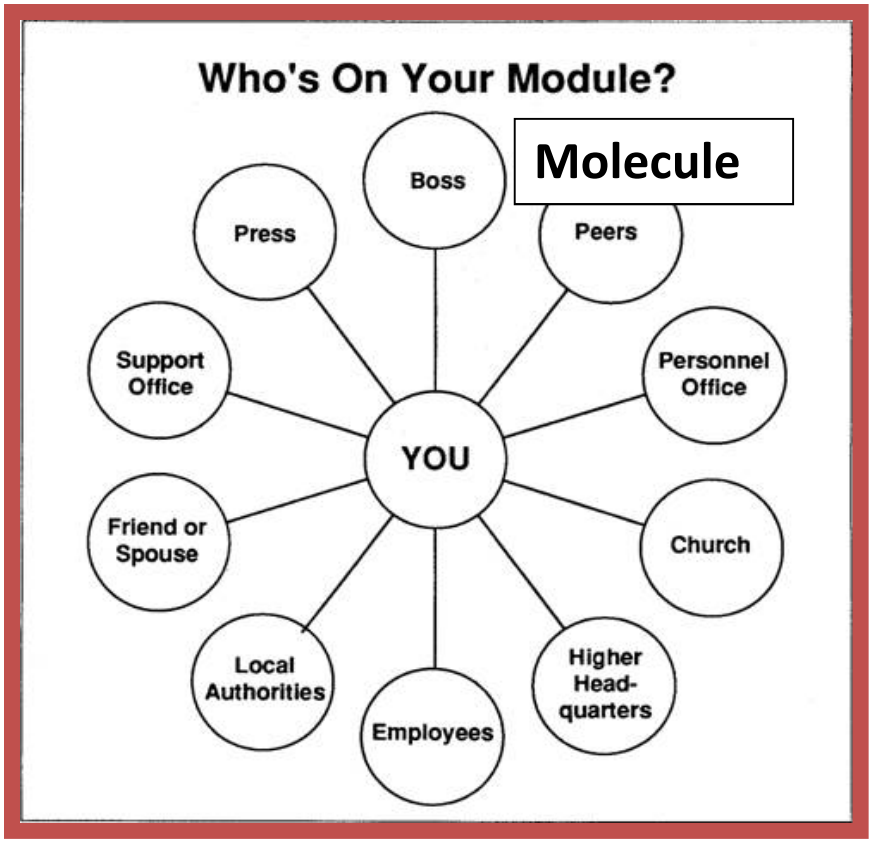
- ✓ Go home and find your significant other.
- ✓ Take 15 minute to listen to her or his successes and/or failures.
- ✓ A great investment in relationship building.



Research Insights

The "Who's on Your Molecule" analysis identifies all your stakeholders and has the professional (evaluate) scores the quality of the relationships.

A self diagnostic evaluation leading to introspection and change.



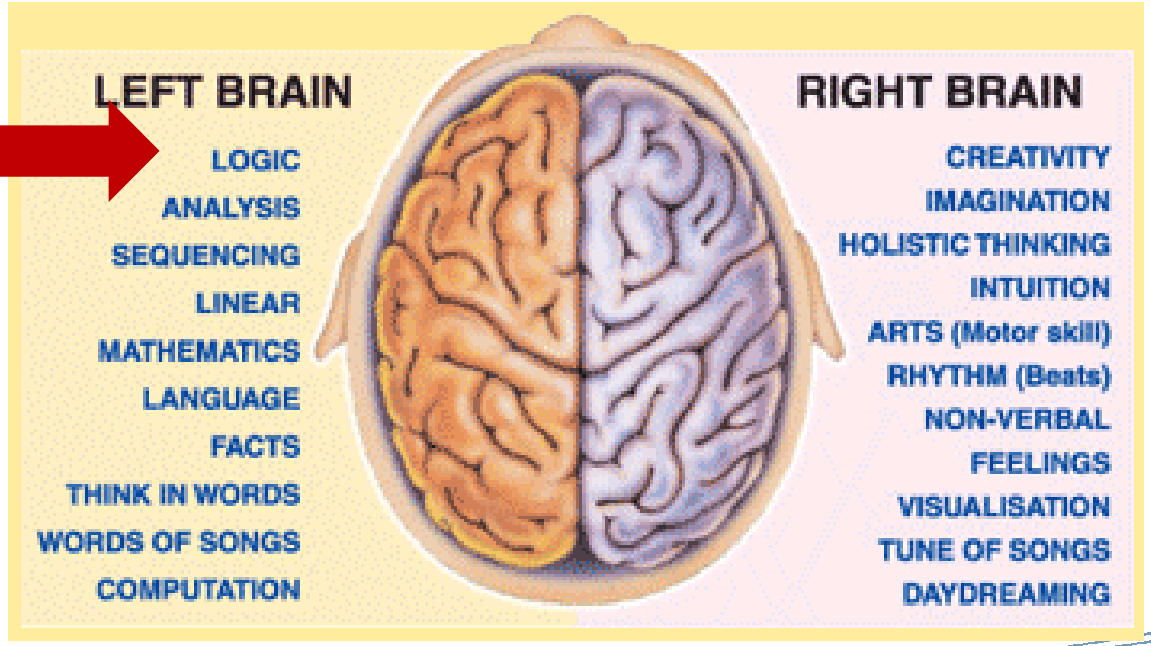
Hire The Best People and Get Out of Their Way

- Smart people don't waste your time.
- They bring more brain power to your team.
- They are Energizers.
- The less gifted are high maintenance.
- They bring mistakes and issues.
- They are De-Energizers.



Change Is A Fact; Learn To Embrace It

- Leaders are change agents.
  - ✓ Give people **Logic** for the reality part of the brain.
  - ✓ Give motivation for the emotional **(Feelings)** side.



Golden Rules



Old-Old Golden Rule,

He who has the gold rules

Old Golden Rule,

Treat people like you want to be treated

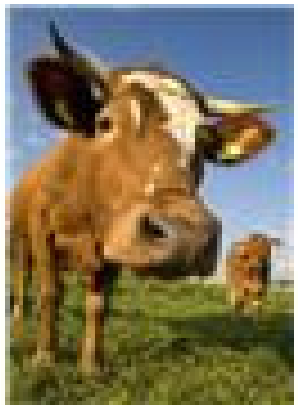
New Golden Rule,

Treat People How They Want To Be Treated

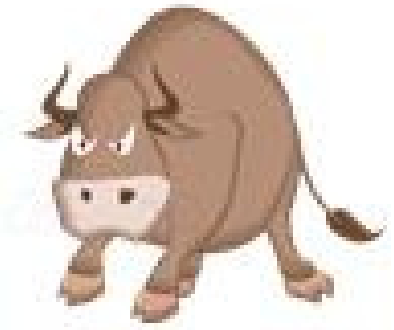
9

Learn How To Kiss Every Cow In The Pasture

Have a Win-Win Relationships with all your Stakeholders.







10

Never Kill The Messenger



- When employees bring you bad news, listen, and thank them for sharing.
- Never get mad at the messenger.
- Your success is driven by critical and timely feedback.
- Stay positive during the entire visit or you will stop receiving essential information.



11

Forgiveness



- ✓ There is nothing so bad that cannot be forgiven.
- ✓ Withholding forgiveness is to choose to continue to remain the victim.
- ✓ Remember, you always have choices.
- ✓ When you feel that forgiveness is necessary, do not forgive for "their" sake. Do it for you!
- ✓ The person you have never forgiven. . . owns you!
- ✓ The person you forgive owes you!

12

Ideas



When employees are working on their own ideas they will perform better than when they are working on yours.

{Don't micromanage}

Ideas are like children and we consider our ideas better than the other person's.

When you let the subordinate work on their ideas, you have empowered them.

They just work harder on their own ideas.

13

Communications



Leaders are in-charge of communication;

The leader selects the topic, controls the tone, and sets the direction.

The leader ensures that each member of the group is included.

Leaders give thought to the question behind the question.

In most circumstances, the best question the leader can ask is,

"How may I help you?"

14

Thinking Partners



Select a thinking partner/s to regularly discuss ideas, to think of solutions, and to share knowledge.

You may have more than one thinking partner to continue to educate yourself in organizational strategic planning, the improvement of your company's performance, and personal financial matters.

Having a thinking partner is the step beyond surrounding yourself with talented people.

All of us is smarter than anyone of us.

15

Negativism



One negative result mitigates eight successes.

The negatives always dominate the positives.

Many people when they receive a phone call from bosses automatically wonder what I did wrong.

In providing feedback it is always best to do the eight positive feedbacks first before offering any negative ones.

16

Angry



Professionals' do not get angry, or provocative, and call people out when they're upset; keep count of the days you can go without getting mad.

Leaders need to stay calm, be understanding, and always present a consistent leadership style.

When leaders get mad they should pull back and discuss the problem/s the next day after they cool off.

It is best to discuss how we (you and the person who handle the task poorly) can improve the process.

17

Smiling



A smile is a superb indicator of success, use it often.

Few people would argue that smiling is bad for you, But new research is showing just how many ways smiling is beneficial to your career and well-being.

This is reason enough to smile at every person you potentially want to do business with. Lifting those facial muscles into a smile is also contagious; if you smile and they smile, everyone in the room becomes a little happier.

"A warm smile is the universal language of kindness."
William Arthur Ward

18

Simple



Keeping it simple will greatly improve your performance

Being conscientious usually causes people to overdo and make things too complicated.

Research tells us that we need to eliminate 80 percent of system information, decrease information noise, and prioritize information to find the dominant data, again the 80-20 rule.

Working with just the dominant data simplifies the process and promotes efficiency.

The old adage of 'keep it simple stupid' has hidden truisms embedded in the statement. Simple is beautiful.

19

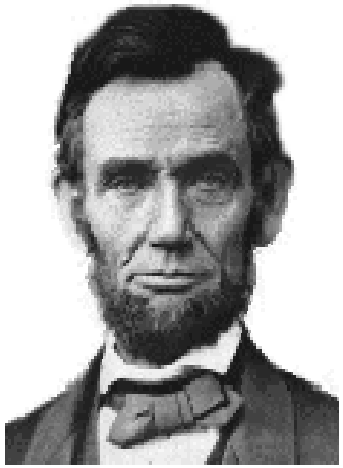
Openness Encourages Ethical Behavior



- Budget are self-audited.
- Rumors disappear.
- Peer pressure comes into play.
- We just act better.

Win-Win Relationships

I dislike that man, I need to get to know him better.



Never ask a dumb person a hard question!



- He/she **won't** know the answer and will **resent you**.
- Know your audience (the person you are talking with) before asking a question.
- Questions drive the conversation, and they get a reaction in the other person.

Implementing the Wisdoms is the Key

- Over life we encounter the Leadership Wisdoms and are aware of them.

- It take **great energy to implement** them daily.









23

Honor The Horse You Rode In On



Remember your "home values/training"

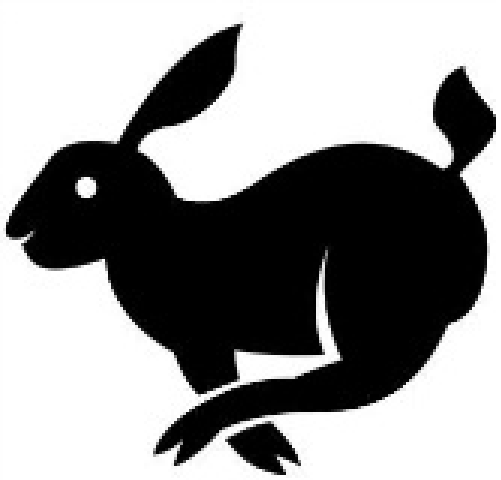
You Grow Or You Go

- Lifelong education is a must.



Rules # 1

Rules breed like rabbits, for every new rule, kill eight existing ones.



Negative actions # 2

One negative action will negate eight positive actions.



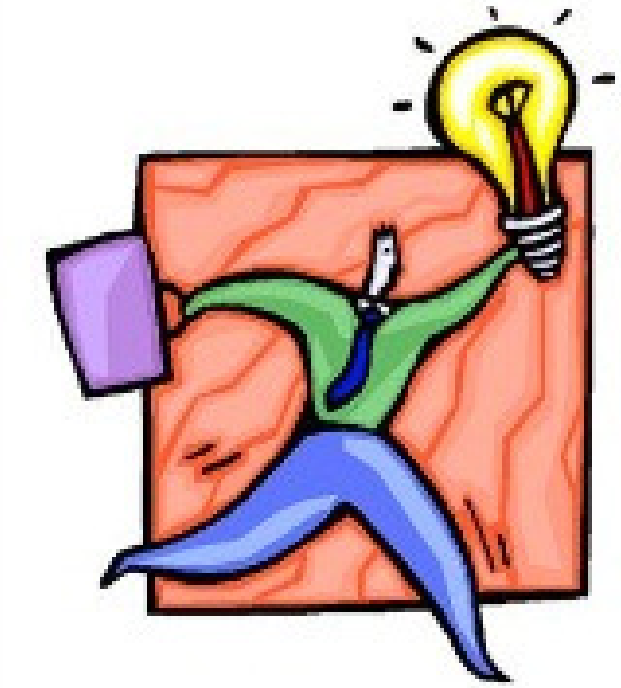
Thinking positive # 3

One good golf stroke will wipe away the memory of eight bad ones.



Thinking # 4

One superb idea trumps eight good one.



Seeking perfection # 5

For every one mistake you find; there are eight hidden ones.



Delegation # 6

For ever decision leaders' make they need to delegate eight other decisions.



Actively listening # 7

Each time you talk you need to listen eight time as much. You do not learn anything in talking only in actively listening, but you question of "How may I help you?" set the positive direction of the conversation.



Surround yourself with smart people # 8

One less gifted employee will consume more of your time and effort than eight smart ones.



Feedback wisdoms # 9

To overcome one negative feedback comment, it takes eight positive ones.

Do positive feedbacks first.



Impact of negativism # 10

Inform the boss of performance successes;

one O'Heck will mitigate eight successes.



Imperatives #14

From my students

For every 8 beers you drink one girl in the room looks better.







Why Read



- People who can read but do not have little advantage over people who cannot read.
- While serving a hardship tour (without family) in 1963, I read an average of four to five books a week for an estimated 200 books.
- Reading helped solve my boredom …. it broaden my educational base and insight.
- Reading may have been one of the significant, unanticipated benefits of preparing me for the remainder of my military career.
- When we read about great people, it energizes us.
- Reading is a *doorway to many realities* that one would never encounter in their own life.

We Are All Captains of Our Own Ship !



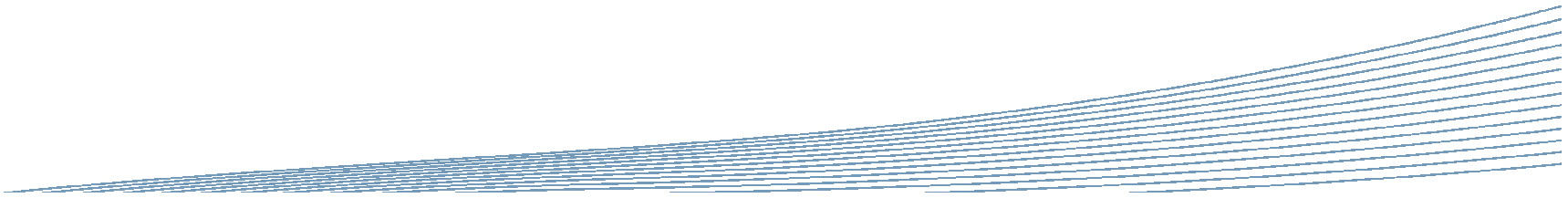
- ☺ Know where you are going.
- ☺ Pick a good Crew.
- ☺ Don't swim without a life jacket.
- ☺ Embrace the "ing" words.

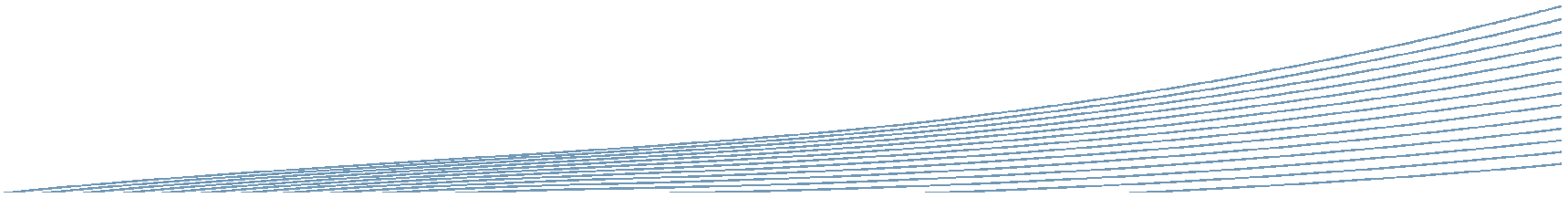
Living, Learning, Creating, & Helping

✓ Don't Procrastinate

Thank You for Your Attention

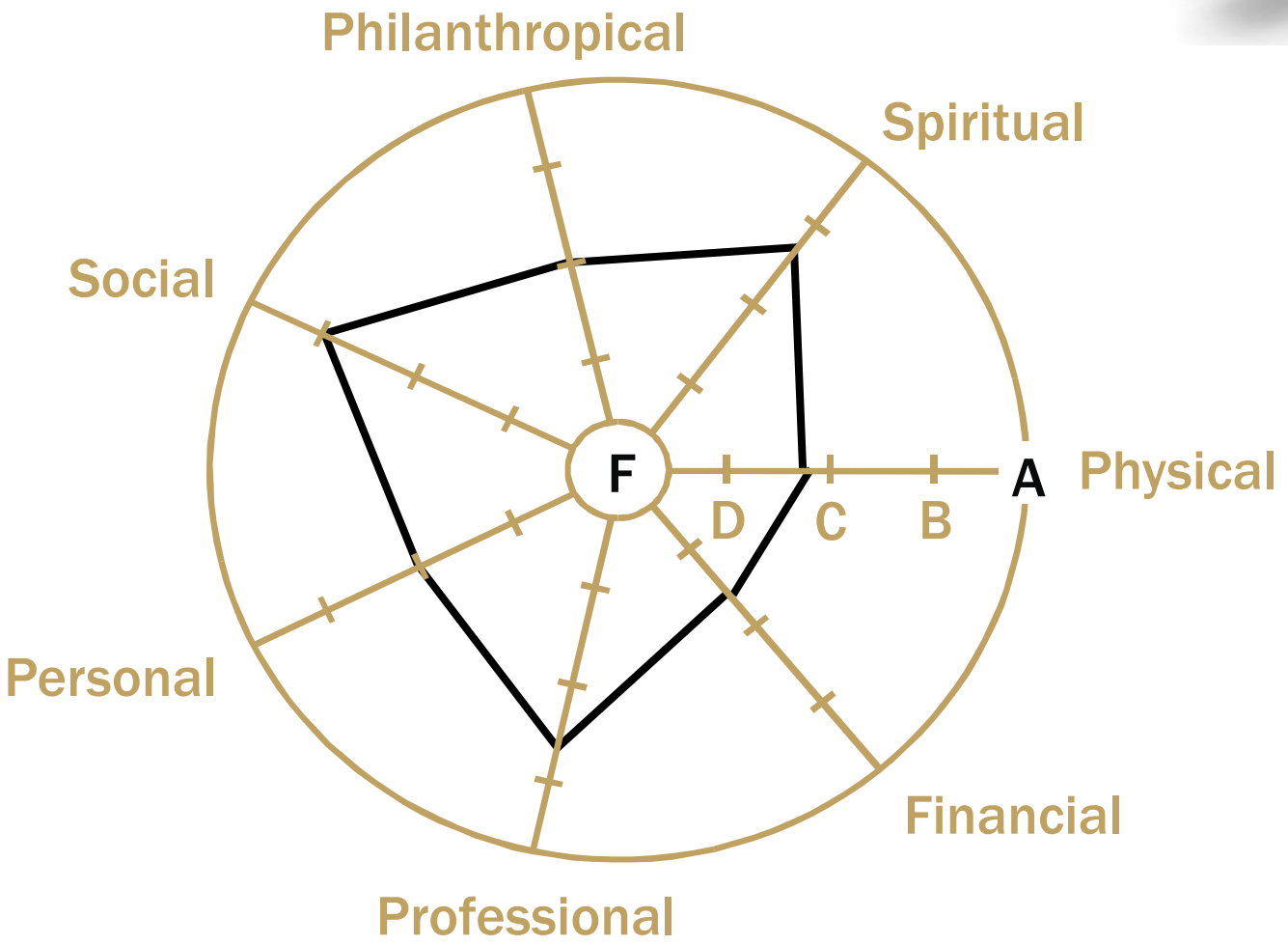






Balance Life

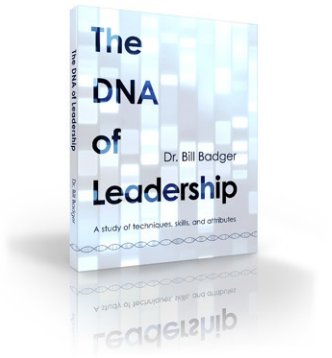




Know Where You Are Going



9



Leadership Wisdoms



- The wisdoms identified were developed during my journey through life.
- Thank you for letting me share my journey.
- Leadership Wisdoms are explained in more detail in the DNA of Leadership Book and our leadership seminars.

The DNA of Leadership



- My concept is to break down the leadership structure into DNA units so you can build your own leadership philosophy.
- Leadership is a mosaic of our own actions, beliefs, experience and continuous learning.
- **Align your values with the leadership wisdoms that resonate *(Alignment)***

Each person's leadership style is different based upon that person's DNA and the leadership wisdoms to which that person relates.



Competitive Edge Principles



Fitting In and Standing Out

- Throughout life we work at **"fitting in."**
- We learn the principles for winning friends and influencing people.
- We begin to realize that life is competitive, and in order to succeed we need to **"stand out."**
- Survey data, where students and professionals selected the top CE principles show that …

"Respecting all people" was selected by 80 % of industry professionals

2

Stay Physically Fit *(Balanced Life)*

- **Staying physically fit will relieve stress, increase your endurance, improve your health, and make you a more total person.**
- **Racquetball has been my secret weapon. It keep me in shape, provides great enjoyment, and allows me time to spent with good friends.**
  - **We all need our buddies.**



Use Lombardi Time



- **Always arrive early.**
- **When you arrive early you can review the agenda, think, find the best seat, and build relationships with the other early arrivals.**
- **If you are late you feel embarrassed, sit only in the empty seats, and wonder what you missed.**

No Rules Leadership Style

Rule Number One, Have No Rules



- We envision a "No Rules Leadership Style."
- No rules give them higher degrees of freedom, autonomy, and the opportunity to be the captain of their own ship.
- When employees are trusted to develop their own rules, they become more productive.
- Conversely, employees that work in a rule-based environment are less productive.
- Works best in a learning environment with smart and caring people.

Always Have a Plan B



- **There is a fellow named Murphy who will ensure your Plan A will foul up.**
- **O‘Riley's Law – Murphy was an optimist.**
- **When preparing a Plan A, always consider the worst scenario and come up with a workable Plan B.**

It will make you think!

Solution Book's



First Page is a Mirror

- We can change what we know, the way we act, and our attitude; however, we are **unable** to control or change the other person.

- Since most problems are people problems, we need to start with the person that we can control - **Self.**

We Are All Captains of Our Own Ship !



- ☺ Know where you are going.
- ☺ Pick a good Crew.
- ☺ Don't swim without a life jacket.
- ☺ Embrace the "ing" words.

Living, Learning, Creating, & Helping

✓ **Don't Procrastinate**

Badger imperatives

Professor Bill Badger



Accept Help Graciously



- None of us is as smart as all of us.
- People want to help the boss.
- They want to be part of the corporate body.



Imperatives #15

From my students

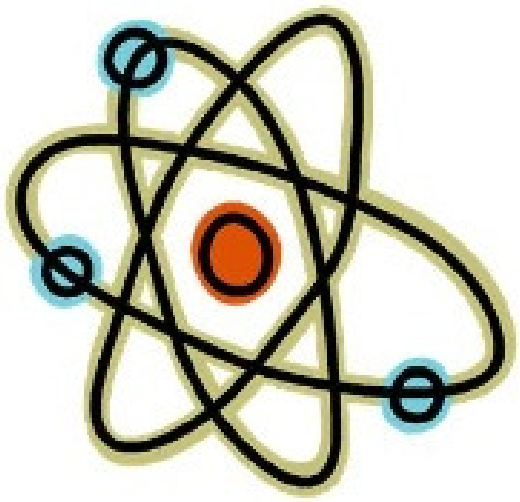
For every 8 impractical ideas, one brilliant idea will arise.





Negativism is lethal # 11

In working your molecule, one De-energizing stakeholder will offset eight Energy Providers.



Imperatives # 12

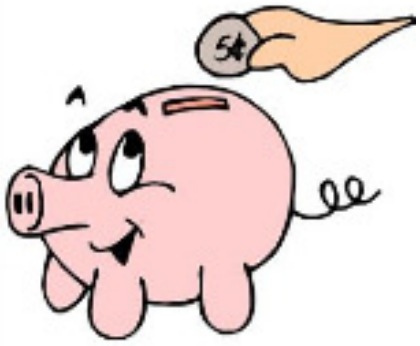
From my students

For every time you spend recklessly,

requires

8 weeks of living frugally





Imperatives #13

From my students

For every one frown you better back it up with 8 or more smiles.



