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Lead at Any Level

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LEAD at ANY LEVEL



https://s3-us-west-2.amazonaws.com/army-jtti/wp-content/uploads/sites/2/2017/10/20084037/20170823-Internal-Day-BWF_01.jpg

Military Freefall

Helocast



<https://www.gulfportcrtc.af.mil/News/Photos/igphoto/2002468790/>

Abstract

- This presentation discusses the key leadership imperatives and leadership lessons learned in combat, which transfer to the corporate sector
- Key words: leadership, team building, strategy, talent management, ethics, Christian leadership, combat, special operations, project management, employee retention, recruiting, planning, and risk management
- Author, Will Gunzelman: retired U.S. Army Special Forces (“Green Berets”) after 27 years of service and numerous combat deployments.
 - Adjunct professor of Business Strategy and Policy
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Your Responsibility

- Special Operations Forces can only defend America
- The private sector is the economic engine that drives “American Exceptionalism”
- **The future of America has and always will rest on the shoulders of private enterprise!**
 - ❖ **No money = No military**
- **America needs Christian leaders more than ever!**

Why Leadership Matters

- Transformational leaders increase retention and employee performance (Weller et al., 2020)
- Poor leadership increases employee turnover
- Employee turnover can cost up to 50% of first year salary based on employee position (USI, 2019)
- Strategy execution relies on effective leaders

Overview

- Keys to Success
- Managers vs Leaders
- Leadership Imperatives
- Combat Lessons for business



Personal Photo

Keys to Success

- The leader is responsible for everything the element does or fails to do, to include administration and logistics functions (U.S. Army Ranger Handbook, 2006).
- Leaders dress and keep the garden (Genesis 2:15 KJV); uphold standards, and prevent threats to the team and the firm
- Leaders are shepherds not hirelings (John 10:12-13 KJV)

Leaders vs. Managers

- **Managers**

- Rarely inspire or serve others
- Control employee behavior through policies and procedures (Transactional)
- Rarely deviate from established rules and norms (lack vision)
 - “We’ve always done it that way”
- **Managers are rarely capable of leading high-performing organizations**

Leaders vs. Managers

- **Leaders**

- Serve others and inspire them to achieve more than they imagine
- Provide vision, mission, motivation and monetization
- Identify risk and implement control measures to achieve success – 2nd and 3rd order effects
- Set the tone for the culture of the organization
- Focus on the next ridgeline
- Leaders turn ideas and theories into **ACTION**

Leadership Imperatives

- **DO NOT abdicate responsibility or control to subject matter experts** (SME input is welcomed and advised)
- Delegate authority but not responsibility (You own it from recruitment to operations to resignation) – **Know your craft!**
- Hold yourself and others accountable – The standards apply to everyone – **set the standard**

Leadership Imperatives

- Empower and trust subordinates; instill “ownership” (Nehemiah and the wall)
- Rectify competing priorities
- Build teams through shared understanding of importance (the hands and feet Corinthians 12:12-26 KJV)

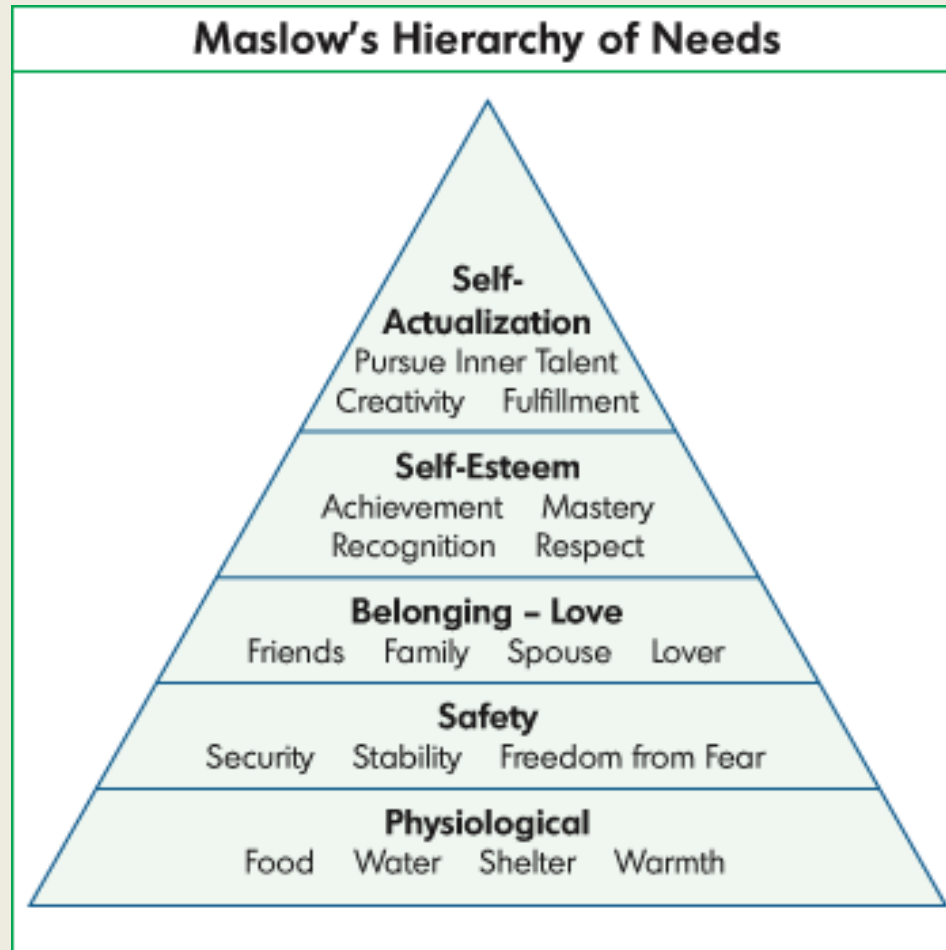
Leadership Imperatives

- Accept responsibility for failure and credit subordinates for success
- Seek input from subordinates before making decisions
 - “Dissention is not disloyalty until the decision is made” Major General in Special Operations.
- Never give up the moral high ground
 - Always focus on what is legal, moral, and ethical

Leadership Imperatives

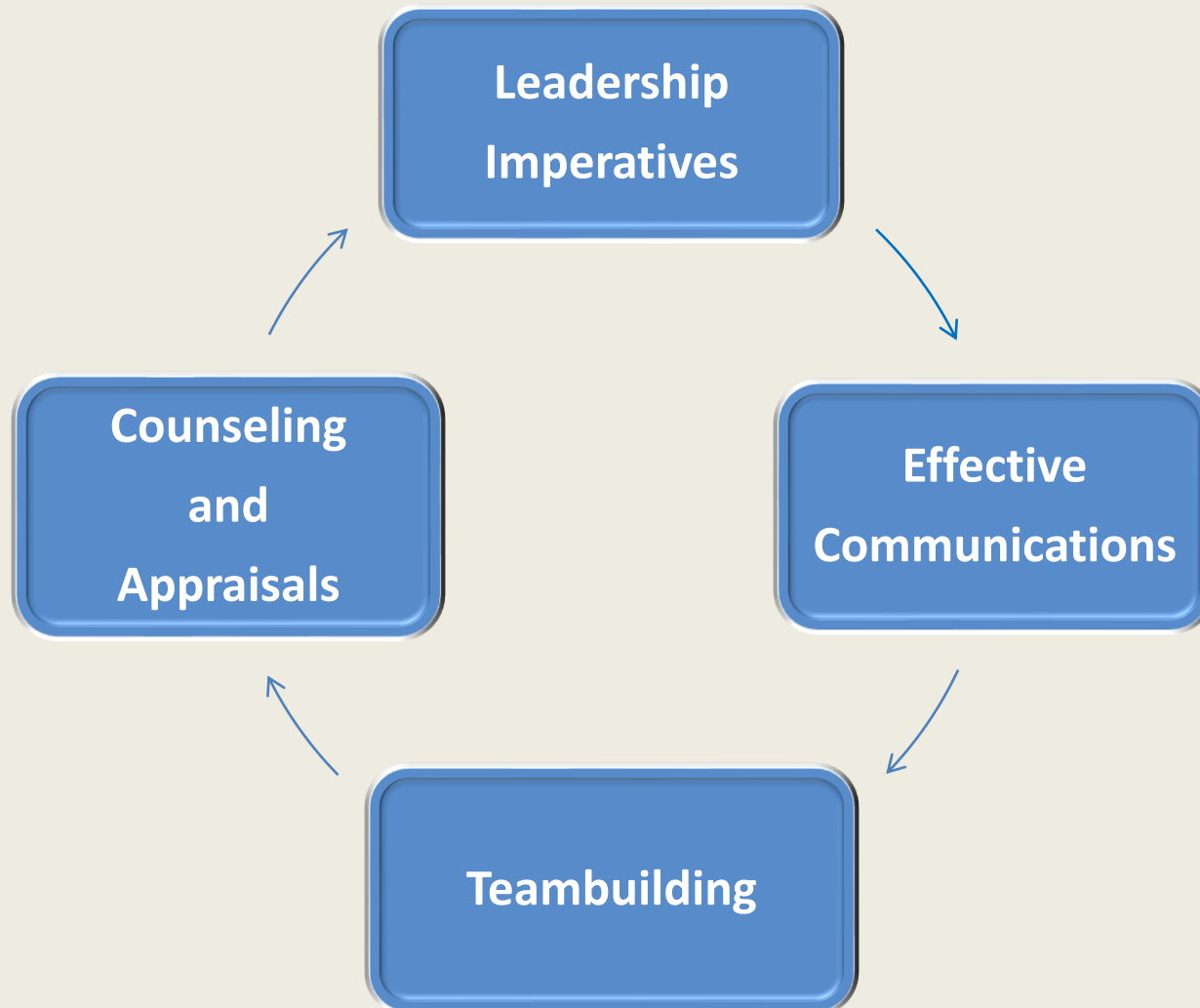
- Stay engaged!
 - Get out of the office and get involved
 - Seek input from subordinates about procedures in order to assist *not second guess*
 - Provide guidance and resources to help subordinates be successful –Serve
 - “If serving is beneath you, leadership will always be beyond you” (Sean Parnell, Army Captain (retired), author, senate candidate)

Leading People is About People



doorwayproject.wordpress.com

Leadership Cycle



Leaders Stay Engaged

Combat Lessons Learned

- There is no room for excuses in combat – the enemy doesn't care - neither do your customers or competitors
- Tenacity and discipline will overcome seemingly insurmountable odds – nothing is as hard as it seems
 - Stay in the fight!
 - Continue to think
- Your most effective weapon is your brain

Combat Lessons Learned

- **Don't be afraid to be demanding**
 - It ultimately saves lives/careers
- Arrogance will get you killed (ruin your business)
- NEVER EVER stop leading
 - **I am the good shepherd: the good shepherd giveth his life for the sheep** (John 10:11 KJV).
 - Be a shepherd not a hireling (REF: John 10:12-13)

Combat Lessons Learned

- If you don't have a job, find one!
- Always be professional
- Leadership begins at home
- If no one is going to lose life, limb, or eyesight, it can be fixed – don't become overly stressed
- Don't be afraid to laugh at yourself

Life Lessons Learned

- It's not what you do, it's what you do after...
 - Everyone will fail at something
 - STAY IN THE FIGHT! (Trust in the Lord and continue to problem-solve)
- We *are* troubled on every side, yet not distressed; we are perplexed but not in despair; persecuted, but not forsaken; cast down but not destroyed; (2 Corinthians 8-9 KJV)

Questions?



Munich Airport

References

- Pictures

- 1 - https://s3-us-west-2.amazonaws.com/army-jtti/wp-content/uploads/sites/2/2017/10/20084037/20170823-Internal-Day-BWF_01.jpg
- 2. <https://www.gulfportcrtc.af.mil/News/Photos/igphoto/2002468790/>
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