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WHERE IS LEADERSHIP WITHOUT CIVILITY?

By F. Frank Ghannadian, Ph.D.

The first time I heard about any rules for civility was when I studied the U.S. Constitution. The Constitution contains rules designed to maintain order and regulate behavior in the legislative and judicial branches. The Constitution is a document that serves as a guide to behavior within these branches. It is a document that is used to regulate how people act in a democracy.

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Inaugural Sustainable Leadership First Series

Beginning in the spring of 2011, this experimental series of six modules was designed to equip graduate students and young professionals with knowledge and skills of the best practices of emerging leaders who are committed to sustainability in their vocations and fields of endeavor. Students from across the country who discussed our future role as an ‘innovation nation.’ Compelling vision and values: ‘While history shows us there is no common background for great leaders, somehow great leaders make things happen and that’s the truth.’ Our country has always created new and better ways of doing business and of living. Griggs feels that leadership is about competitiveness, respectfulness, relentlessness and authenticity. My academic side needs more data and empirical proof of this approach, but my heart doesn’t think this philosophy is far away from the facts. "From Jefferson to Jobs — Americans are Innovators"

WHAT’S IN YOUR LEADERSHIP “HOCKEY BAG”?

With a beginning of new reasons, it’s time to get your winter weather gear out of your closet, whether your intention is to support our hockey team by wearing a hockey jersey of the Tampa Bay Lightning or shoveling snow this winter. The letter copying machine I had seen in Jefferson’s home. My conclusion from Jefferson to Jobs, and his achievements were among the most famous of a number of courses. Discussing your future role as an ‘innovation nation.’ Our country has always created new and better ways of doing business and of living. Griggs feels that leadership is about competitiveness, respectfulness, relentlessness and authenticity. My academic side needs more data and empirical proof of this approach, but my heart doesn’t think this philosophy is far away from the facts. "From Jefferson to Jobs — Americans are Innovators"

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by Pria Ania

I nvests in his desk is the tool he called “The Cabinet,” a study adjacent to his bedroom. The special desk was small compared to today’s modern homes; simple and sparse. The desk is a mausoleum containing all that enabled him to duplicate the letters in his handwriting. It is an inspiration for the presidential work and writer of the Declaration of Independence, Thomas Jefferson.

The Jeffersonian, Monticello, is a magnificent home steps away from the hills of Virginia. The Innovation Summit sponsored by the Center for Business Success at the University of Virginia I was one of dozens of discussions from across the country who gathered to discuss our future as an “innovation nation.” Innovative minds and some of the nation’s most successful CEOs tackled issues such as needed improvements in our educational system, tax code, immigration policies and culture that could encourage entrepreneurship and spur greater innovation. Thoughtful and credible, these leaders had already blazed new trails and realized tremendous success in their respective fields and worked to further contribute to our country’s future.

The summit occurred shortly after the death of Steve Jobs, and his achievements were discussed far more often than our current discourse. Holding my iPhone I stopped to think about how my life would have been different had I owned a product from Jobs in his own hand, an innovation of our third and the future. This year the 40th anniversary of Apple was celebrated as the company had already blazed new trails and realized tremendous success.

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Innovation Summit sponsored by the Darden School of Business

In his analogy, he stated that a leadership “hockey bag” contains the following:

- Financial acumen
- The right equipment.”
- TBSE also stresses effective communication. Griggs emphasized the importance of timely and frequent communications.

Compelling vision and values: Griggs explained that a world-class organization must have a compelling vision and strong values. When the vision and values are convincing, people will realize the importance of the organization. Financial acumen
- Financial acumen
- Griggs emphasized the importance of effective two-way communication. According to Griggs, effective two-way communication is essential for leadership. People need to believe in their organization’s values and mission. In other words, they need to believe in the right leadership.

Walk the talk: Griggs recalled that Rickie Pelfrey used to walk the talk of his employees. He noted that when substitutions were not available for the ice, the team would more than likely go beyond the call of duty. “Leadership isn’t about demanding anything. It’s about setting a standard. It’s about being someone’s best friend. Let’s engage in the process of putting the needed gear in the hockey bag and you’ll see. When the vision and values are convincing, people will realize the importance of the organization. Financial acumen
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I recently heard a colleague speaking about the value of leadership in business. The particular focus of the talk was on the importance of encouraging entrepreneurial leaders, how to redesign our tax system to better develop entrepreneurial leaders, how to redesign our tax system to better develop entrepreneurship, and how to redesign our tax system to better develop entrepreneurship. The talk resonated with me, as I believe that entrepreneurship is a key driver of economic growth and innovation. I have always been fascinated by the idea of starting a business and creating something new, and I have been fortunate enough to have had the opportunity to do so in my career. I have always been impressed by the creativity and ingenuity of entrepreneurs, and I believe that they are essential to the success of any economy. In the paragraphs that follow, I will discuss some of the key elements of entrepreneurship and how they can be fostered and developed. I will also talk about the importance of leadership in entrepreneurship and how it can be cultivated and nurtured. Finally, I will discuss the role of government in supporting entrepreneurship and how it can be done effectively.

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America’s Top Directors Step into the Spotlight at the Seventh Annual Florida Directors’ Institute

On Oct. 28, 2011, the Sykes College of Business held its seventh annual Florida Directors’ Institute program in partnership with Hill Ward Henderson and Ernst & Young LLP. The institute delivers short programs with seasoned perspectives on best boardroom practices, with a focus on practical real-life solutions. This institute is designed for directors of publicly traded and significant private corporations.

This highly regarded program was attended by over 150 individuals spanning the country from Florida, Louisiana, Michigan, South Carolina, Virginia and California. Additionally, many of Tampa’s most significant public companies such as HSN Inc., Jabil Circuit, Raymond James, TECO Energy Inc. and Tech Data have participated.

The 2011 sponsors included TECO Energy, Korn/Ferry International, Raymond James, Aon, Gibson, Dunn & Crutcher LLP, and Central Florida Chapter, RR Donnelley, Florida Trend, NASDAQ OMX, Florida Venture Forum and NACD Florida Chapter. These partners are integral to the institute’s success, helping to engage top-world-class speakers and promoting the event to clients and colleagues.

For more information on the Florida Directors’ Institute, please visit www.ut.edu/floridadirectorsinstitute/ or contact (813) 257-3792.

WHERE IS LEADERSHIP WITHOUT CIVILITY?

By F. Frank Shahnavaz, Ph.D.

The first thing I had heard about any rules for civility was when I studied the rules of etiquette to help me adjust to the American society. The rules for civility and incivility are highly individual and change by our experiences, our culture and our environment. Some of these rules come from a book composed by French psychiatrist Jean-Aubert de Montesquieu and published in 1728, entitled *Rules of Civility & Decent Behavior in Company and Conversation*. These rules that come from a book composed by French psychiatrist Jean-Aubert de Montesquieu and published in 1728, entitled *Rules of Civility & Decent Behavior in Company and Conversation*. These rules were designed to be rules of etiquette for civil conduct in society and were then adopted as basic rules for proper social conduct.

These rules have many applications in leadership and leadership development. These rules can help leaders become more civile in their interactions with others and will improve their leadership skills. It is important to remember that these rules are not meant to be followed slavishly, but instead as guidelines for appropriate behavior.

Civility is not just about being polite or showing good manners. Civility is about being respectful and considerate of others. Civility is about being aware of others and their needs and preferences. Civility is about being a good listener and a good communicator.

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The World’s Most Powerful Leadership Principle

In addition, Forni believes that a leader is a “manager of hope;” accordingly, we are civil when we care about others and treat them with respect. A manager of hope is a leader who can help others see the possibilities in a situation and help them overcome obstacles. A manager of hope is a leader who can help others see the possibilities in a situation and help them overcome obstacles.

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WHERE IS LEADERSHIP WITHOUT CIVILITY?

By F. R. K. G. Dunn, PhD.

The first I had heard about any rules for civility was when I studied the rules of behavior in school, which are usually taught in the first grade or early second grade. But these rules are not enough to teach us how to act in society, and I learned that, by the age of sixteen, I had copied out by hand 115 Rules of Civility & Decent Behavior in Conversation that were a set of rules for civilized behavior in all circumstances. These rules came from a book composed by French Jesuit priest in 16th century. These rules have to be remembered and performed blindly to build the character of the good, functioning person.

Many of the rules he promulgated may sound silly to a modern person. Rule No. 4 says: “Think before you speak. A word is out of the mouth of a person, though he were your enemy.”

Rule No. 110: “Lack of civility is when I study the TECO Energy Center for Leadership. In the book, Hunter encourages leaders to remember that leadership is a core skill and develops leadership skills that can be authoritative but not authoritarian. He also says nice people do nice things. The importance of the message of civility is the good that comes to everyone through the type of behavior. Forni tells his students to think about petting their dog or cat, asking how they feel when they are being treated kindly. Forni defines civility as, “A benevolent awareness of others.”

It would be easy to dismiss these rules as outdated and only appropriate to the 16th-century English literature; however, these simple rules have to be learned and internalized in the same way that we learn the rules of our own society. Forni cites the following traits as responsible for societal incivility: Lack of restraint, lack of time, stress, anonymity and insecurity. All of these characteristics are fundamental dangers of incivility in some way, not just one aspect of their personality. Without civility there is no civility.

Civility and leadership actually go hand in hand, just as ethical behavior and civility go hand in hand. Without civility there is no ethical behavior and, of the same time, there is no leadership. The importance of the message of civility is the good that comes to everyone through the type of behavior. Forni tells his students to think about petting their dog or cat, asking how they feel when they are being treated kindly. Forni defines civility as, “A benevolent awareness of others.”

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