WHAT'S INSIDE

Up Close and Personal: Interview With Mayor Jane Castor

With Bella L. Galperin, Ph.D., Dana Professor of Management and Senior Associate Director, TECO Energy Center for Leadership

Mayor Jane Castor '81

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On Oct 7, 2020, Honorable Jane Castor, mayor of the City of Tampa, openly shared her experiences while she delivered a speech titled, "Transforming Tampa's Tomorrow By Lifting Up Local" as part of the TECO Energy Center for Leadership Speaker Series. Intrigued to learn more about the 59th mayor and the first female chief of the Tampa Police Department, I was honored to interview Mayor Castor.

Can you please tell us more about your background?

Castor: I was born here in Tampa. I am one of five kids and grew up in North Tampa. I obtained a full athletic scholarship to The University of Tampa to play basketball and volleyball. I majored in criminology and aspired to go into the federal service. At the time, I had some friends that had attended UT, and they went into the Tampa Police Department. At the time, they said, "you should come here, you would really enjoy being a police officer." So, I decided to become a police officer and often tell everyone that I was blessed because for 31 years, there was never a day that I didn't want to go to work. I absolutely loved being a police officer. I was named the first female chief of police in 2009 and served in that capacity for six years.

While I didn't have a lot of interest in politics, service was really in my heart. So, it was an honor

for me to run for the position of mayor and to be elected. It is also quite an honor for me to be the 59th mayor of the city of Tampa, and I'm very excited to talk to each of you about leadership. Lastly, UT really gave me that opportunity, the education and the experiences that I needed to be successful in service to our city

In your opinion, what is the key to effective leadership?

Castor: There's not one key to effective leadership, rather there are many aspects that make you an effective leader. First and foremost, you need a clear and focused vision. If you want to lead people, they need to know where they're going and what the expectations are. Second, communication is the key to success and often the cause of failure- not only in professional life but personal life as well. Third, integrity is critically important. Individuals can see through someone who does not have integrity or a strong moral foundation. Fourth, empathy is also a key in a good strong leader. Finally, I believe in being positive, and I truly believe that people want to be around someone who is a positive leader. So, there are so many different characteristics that make up a successful leader.

Being an effective leader isn't something that you accomplish with a checkbox. Leadership is something that you should work on every single

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day. It is critically important that you are always growing and learning as a leader.

Your values should stay as steady as the rocks in a stream, but you should be able to adapt to changing times, just as the water flowing through the stream does. So, I think that's sort of a good simple way to think about leadership.

So, what type of leader does it take to transform Tampa for tomorrow?

Castor: It takes an inclusive leader. You have to listen to everyone. Because when you're talking about our city and the growth that we're going to realize, you can't be myopic about that. You can't just look at one particular area of development and economic opportunity.

I have to look at the entire community and what the needs are of each and every one of our residents, and that's why we have developed a very specific plan that incorporates four pillars that will lead to transforming Tampa's tomorrow. Those particular pillars include transportation, workforce development, affordable housing and sustainability and resilience. I also feel that we have a once in a lifetime opportunity here to grow our city in a very positive way.

We are creating entire neighborhoods such as Water Street, West Tampa and Mid-Town. The Westshore area is also being reimagined and everything that's going on in East Tampa, our vibrant urban core.

Where can you see Tampa 20 years from now?

Castor: Twenty years from now, I see Tampa as a cosmopolitan city that has not lost that small-town feel. The one word that I hear most often to describe our community is friendly. I don't ever want our city to lose that feeling. Having those attributes along with the amenities of a large city is probably the best combination that you can have.

You went to Chamberlain High School and The University of Tampa. Is there one person who had tremendous impact on your leadership development?

Castor: There are so many. I would have to say, my family above all others. I was raised in an environment where I was never told I couldn't do something. The expectation was only that whatever you choose, you had to give 100% towards it. That may have started me on my leadership path, because life skills are critically important. People learn them in different venues. For me, it was on the athletic field or court where I learned those skills that really helped me on this journey. Communication skills, the ability to work well with others, and so much more.

I have so many teachers that had an impact and really had that positive mark on my life. I had a lot of mentors at the police department, the majority of which were male, but that was wonderful.

I observed all leaders, looking at the good and the bad, so I learned as much from the individuals that I didn't think were effective leaders. You can learn from them as well so that you try to avoid those behaviors in the future.

Was there an instance when a leader conflicted with your own values and how did you handle this?

Castor: I'll use being the police chief as an example. I would tell everyone that I've mentored, especially those individuals that aspired to be the chief of police, that when you raise your right hand and take that oath to become the chief of police, you better be prepared to lose that job the next day, because there's just so many factors that play into the job that are beyond your control.

I would tell people that I could be asleep at night and at 1 a.m. in the morning, be losing my job as a chief of police because something that is occurring out on the street. That's why integrity is so important. Simplifying your life by doing the right thing for the right reason.

I have made decisions before that were woefully unpopular. I've been out on an island all by myself, and every time I think well, eventually everybody's going to see the wisdom of my way, and they're going to populate this island. And quite often, I remain the only person on that island.

But you really have to make decisions in the best interest of who you're representing and for me, as the police chief and as the mayor, it's our entire community. So, I have to gather information, educate myself, get the facts and then make that decision that's in the best interest of the community.

My final question is, what advice can you give for aspiring leaders?

Castor: You just have to stick to your values; it is incredibly important—even more than success, position and money. Because at the end of your life, that's what you're going to have and that's what everybody is going to remember about you by.

There's a saying I always loved that "people may not remember what you did to them, but they'll always remember how you made them feel." So just stick to those values and don't compromise yourself when you know it's not right.

That is great advice. Thank you so much for your leadership insights.

LEADERSHIP 2021: DEVELOPING YOUR SPARK

On Feb. 10 the TECO Energy Center for Leadership at the Sykes College of Business hosted its 2021 Leadership Summit sponsored by TECO Peoples Gas and TECO Tampa Electric. This year it was a free event via Zoom, so the audience expanded to close to 500 leaders throughout the Tampa Bay business community, UT students, faculty and nationally recognized speakers and panel members. At these Leadership Summits, attendees can connect with local business leaders, gain valuable leadership insight and advice and learn about hot topics in leadership.

Top row from left to right: Associate Director/TECO Energy Center for Leadership Deirdre Dixon and Mary Pat King. Bottom row from left to right Brian Butler and Simon Bailey.

The summit, titled Leadership 2021: Developing Your Spark as a Leader, featured Simon T. Bailey as the keynote speaker. Simon is a breakthrough strategist, life coach and author of *Be the Spark: Five Platinum Service Principles for Creating Customers for Life*. The summit also included a leadership panel discussion with Mary Pat King, chief executive officer of Girl Scouts of West Central Florida, and Brian Butler, retired Army officer and president and CEO of Vistra Communications. The summit concluded with hot topic break out discussions on Zoom led by UT MBA students with business leaders and other students in attendance.

Developing Your Spark as a Leader

By Simon T. Bailey, Author of *Be the Spark* and former Sales Director, Disney Institute

Recently, the UT Sykes College of Business invited me to share my thoughts during the 2021 Leadership Summit on how leaders could rise to the occasion and make a meaningful difference. I believe that every leader has an opportunity and obligation to ask themselves what are my gifts, talents and purpose?

You're probably wondering what qualifies me to write about developing your spark as a leader?

Allow me to share a little of my story. I will never forget the day I went to work for the Walt Disney World Resort. It was a dream of mine. After two years of interviewing, I was finally hired. Disney sent me to Disney University, the internal training arm of the company and for two days, I begin to inhale the pixie dust immediately. I still remember to this day that we were taught "we create happiness."

This phrase was an emotional tattoo that permanently inked on the heart.

After leaving Disney, I had an opportunity to teach Ritz-Carlton Learning Institute content through Master Connection Associates (MCA), and one of my first assignments sent me to Bangkok, Thailand. I received another emotional tattoo when I learned the Ritz philosophy "We are Ladies and Gentlemen serving Ladies and Gentlemen." Both of these brands taught me that love is not what it says, it's what it does on a consistent basis.

Gone are the days where you

Simon T. Bailey

show up to a place of business and expect to retire from it. According to the U.S. Department of Labor, individuals born in the latter years of the baby boom (1957-1964) held an average of 12.3 jobs from 18-52 years age, and nearly half of these jobs were held from 18-24 year of age. This simply means that as a person finishes college, they will have a myriad of jobs in the first six years before they lock in on one industry. It's important, while they are searching like a treasure hunter on a beaching to find their spark and fit, they answer the following questions:

- **What problem have I been created to solve?**
- **What would I do if no one paid me to do it?**
- **What would you do if you knew that you couldn't fail?**

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Developing Your Spark as a Leader

These grounding questions enable a leader to be decisive about their life and business.

Leadership is not a job. It's a purposeful calling. A job is what you are paid to do. A calling is what you are Sparked to do. I quickly realized that Disney never hired me to do a job. They invested in me by teaching me the power of creating a magic moment. My experience taught me to understand that customer service is a department; however, customer love is a mindset. Seth Godin in his book *The Practice* says that "doing what you love is for amateurs, however, loving what you do is for professionals."

Leaders are invited to ask themselves every day, am I loving what I am doing?

People who love what they do and care about the team they work with create a culture where everyone matters. The benefactors of this effortlessness are your customers. Culture is not the mission or vision on your website. Culture is understanding that how you do one thing is how you do everything.

Gallup research shows that 70% of decision-making is based off emotion—people who connect with a brand emotionally are more likely to buy more and tell more people. If you want to have a razor-sharp edge, customer love is sharing with your customers what you value the most, give them a reason to be loyal, provide an option, be flexible when it's appropriate and share how you are socially impacting the lives of others.

Lindsay Lacy of Lindsay Elizabeth Photography in Richmond, TX, prior to the pandemic, would invite her customers to her home-based studio so they can have a more personalized experience. "I want to give my clients a great experience, and I want them to look back on their images (years from now) and love them," Lacy said. "I also try to be a little more than the person who just shows up and takes pictures."

Five key principles that leaders can develop to Spark themselves and everyone around them:

1. **See Them as Guests and Commit to Connecting** – Provide a warm and gracious greeting to everyone we come into contact with, thus creating a customer love environment. At Ritz Carlton, the moment you pull up to the hotel the doorman will ask your name. By the time you arrive at the front desk, they are calling you by your name. This simple surprise sets the stage for the rest of the experience.

2. **Personalize the Experience by Individualizing the Moments** – With Covid-19, pet owners are not allowed to visit their pets who are at the University of Florida School of Veterinary Small Animal Hospital. Because of this, the hospital has provided ICU doctors with iPads to allow pet owners to virtually visit their pets where their pet is gravely ill or on the road to recovery.

3. **Anticipate and Uncover Needs by Listening and Observing** – Netflix is a great example for anticipating the needs of its subscribers. The algorithms are programmed to send you suggestions based on your viewing history. Paying your subscription fee is effortless because as a consumer you sense that Netflix knows your preferences.

4. **Respond to Their Problem and Create a Happy Customer** – If you hear it then you own it. Customer ownership is the mantra of the day. Every person, no matter what their role is in an organization or business, is responsible for the customer. Please do not pass them around like a hot potato. If you can't solve the problem, then find the person who can.

5. **Keep Them Loyal Through Acts of Kindness** –My friend Mel Robbins has built a movement on the five-second rule. I remember that when I worked at Disney, they encouraged cast members to "Take 5" or spend five seconds to make a memory. They called these magic moments. Here's a magic moment created by Chewy.com, an online service that offers a variety of brands of pet food and delivers them to your door. The service is personal from the start, allowing you to choose exactly the right food for your pet. However, customer love doesn't stop there. One customer unexpectedly lost her dog. In her grief, she forgot to cancel her Chewy.com subscription, and her auto-shipment arrived just days after the tragic event. She contacted customer service to see if there was any way she could return the food. Chewy.com customer service exceeded her expectations. Not only did she receive a full refund for the food, but the next day, a van pulled up to her house with a bouquet of flowers and a bereavement card, courtesy of Chewy.com. They expressed condolences and asked the customer to please donate the unused food to a local shelter. The customer wrote back saying that Chewy.com would receive all of her business in the future.

I had a phenomenal time at the 2021 Leadership Summit. I enjoyed listening in on the virtual breakouts that were led by some of the brilliant minds at UT Sykes College of Business; and I learned so much from the feedback from Josefine Andersson, Megan Boemmel, Jacklyn Becker, Brittany Weston, Thomas Bell, Bri Minnich, Amy Waly and Carlos Rangel just to name a few.

One of the questions that came up during the summit was what you would say is the Spark in your leader or your personal superpower? This can be a difficult question to answer. Nevertheless, I love this quote by Jay Danzie, "your smile is your logo, your personality is your business card, how you leave others feeling after having an experience with you becomes your trademark." **That's my Spark. What about you?**

Be the Spark by Simon T. Bailey

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Learn and Lead Series: Navigating Cybersecurity, Foundations for Leaders

May 5 - June 9, 2021
For more information, visit
ut.edu/learnandlead

Learn and Lead Series: Leading in a Post-COVID World, Certificate in Resilient Leadership

July 14 - Aug. 18, 2021
For more information, visit
ut.edu/learnandlead

A New Playbook for Cybersecurity Leadership

By Alper Yayla, Director/Associate Professor, Cybersecurity

Recent reports indicate that 1,000 hackers were involved in the SolarWinds cyberattack, one of the most sophisticated attacks to date that affected hundreds of companies as well as several government agencies. One thousand hackers working tirelessly to exploit vulnerabilities in innovative ways is merely one of the threats we face today. What can leaders do to secure their organizations and limit the impact of a breach? As leaders, we need need to adjust our thinking to what cybersecurity is and how we can achieve it.

Alper Yayla

Creating a security-conscience culture

Even though the increasing number of attacks turned the spotlight on our information technology and cybersecurity teams, we should not leave the job of securing our organizations solely in the hands of a few employees. One of the main misconceptions in cybersecurity is that it is only a technical challenge and, therefore, a challenge for the information technology (IT) function. Let us correct this thought in two ways.

First, while there are technical aspects of cybersecurity, it is ultimately more than a technical challenge. It is also a human challenge. Visiting a website, clicking on a link, opening a door for someone in need and other seemingly inconspicuous actions that our employees engage in could lead to a major security breach. Can we really prevent an attack by relying solely on the latest technology and hope that it would defend all our human carelessness?

The second issue with this misconception is the assumption that cybersecurity is a challenge for the IT department. While companies tend to house cybersecurity under IT, these two functions actually have different objectives. The goal of the IT department is to create value for the organization. Cybersecurity, on the other hand, is about securing the organization. At times, the necessities of security may conflict with the IT department's goals, deadlines and incentives. Also, a more subtle issue with housing cybersecurity under IT is that this structure further enforces the conception that cybersecurity is a technical challenge and can be solved only with technical means that are implemented by the IT department.

Once cybersecurity and IT functions are separated and chief information security officers start to report to one of the direct reports of the chief executive officer, other than the chief information officer, an organization will start to signal strong governance. The involvement of the board of directors in cybersecurity solidifies cybersecurity governance. The involvement, however, needs to be more than an impromptu update after a security incident. Directors need to be informed periodically and directly by the chief information security officers on the current status of the organization and potential threats the organization is facing. It is also important not to "solve" the board's cybersecurity involvement by assigning a technical director to the board. While having an expert with a different background increases knowledge diversity, it is likely that cybersecurity will become the responsibility of this one technical director while the rest of the board relies on the decisions of this director — reducing the effectiveness of governance.

Cybersecurity is an organizational challenge and requires the attention of every employee, every day—as part of their daily responsibilities. And

A New Playbook for Cybersecurity Leadership

this challenge can only be undertaken effectively with strong leadership that enables a top-down approach, with the involvement of all business functions and the support of the technology teams. Everyone needs to work together towards what ought to be the ultimate goal — a security-conscience culture.

Looking beyond compliance and adopting data-driven cybersecurity

It is time to leave the checkbox mentality behind in our quest to attain security. While compliance with best practices, standards and regulations is necessary, and even required for most companies, it is certainly not sufficient for security. Some of the biggest breaches in the past decade, like the Target and Heartland Payment Systems breaches, showed that compliance does not mean security. In these highly publicized breaches, both companies were Payment Card Industry Data Security Standard certified but still fell victim to one of the largest security breaches of their time.

Checkbox mentality can hinder cybersecurity efforts in unexpected ways. One issue that arises from this mentality is related to gap analysis — the difference between what we have and what we need for compliance. The final product of a gap analysis is an explicit list of to-dos. These analyses are generally done by external auditors, and high-level executives are also often involved and aware of this to-do list. Consequently, the to-do list becomes a glaring point that takes precedence over operational security, which, in fact, is what keeps the organization secure. Resources are diverted to check the boxes in our to-do list, and when we are done with our checkboxes, security once again becomes a background operation.

While the emphasis on compliance is valid, it is important to consider compliance to laws, regulations and standards only as a starting point in our cybersecurity endeavor. And more importantly, organizations need to move away from the checkbox mentality and adopt an effectiveness mentality. In that, instead of asking, "do I have this control?," we have to ask, "how effective is this control?" In fact, we should focus on the effectiveness of all our controls working as a whole in reducing the risks we face daily.

Moreover, the compliance-driven checkbox mentality gives organizations a static view of cybersecurity. That is, once we achieve compliance, we reach our goal, at least until the next compliance checkbox exercise. However, given the sophistication and the increasing number of attacks, we need assurance not once or twice a year but every day. The field is ever-changing, and putting all our efforts into checking boxes that have been created many moons ago and broadly enough to be able to apply to a wide variety of organizations will only give us a false sense of security. In other words, we may be building the walls of our castle taller and stronger with our checkboxes while the enemy is working on new tactics. How ineffective will our tall and strong walls be if the enemy is building weapons for aerial warfare?

In addition to focusing on the effectiveness of our controls, we also need to take a dynamic and proactive stand. One strategy to achieve this is by focusing on data-driven threat intelligence. Collecting data from our controls (which we should already be doing to measure their effectiveness), merging them with external data from various intelligence sources and running predictive analysis would make us more informed of the threats that are out there today and emerging in the future. With abundant resources and determination, state-sponsored advanced persistent threats find innovative methods to conduct their attacks, including the use of artificial intelligence (AI). These types of attacks often lead to zero-day attacks, which can make our signature-based controls ineffective. While hackers increasingly rely on offensive AI for their attacks, organizations should respond at equal force by building their defensive AI controls. Threat intelligence would provide the necessary data and capability to achieve this proactive and dynamic security to withstand, not only the attacks we are aware of today, but also the ones we are not aware of yet.

As leaders, we have to remember that in today's data-rich and networked environments, our lack of preparedness affects our business partners and customers negatively as well. Therefore, making cybersecurity a priority and building a resilient organization is not only a strategically, operationally, and legally necessary decision but also a socially responsible one.

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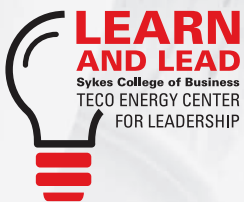ut.edu/learnandlead.

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