

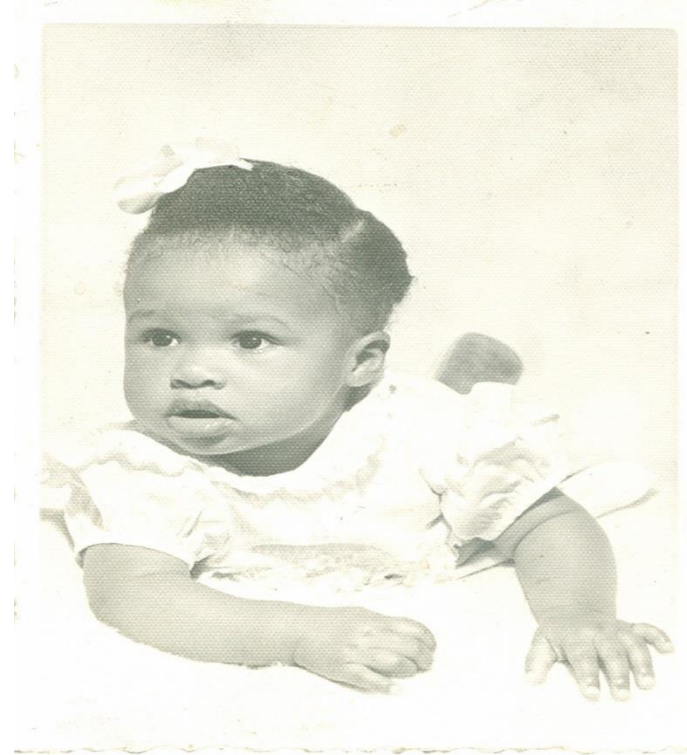
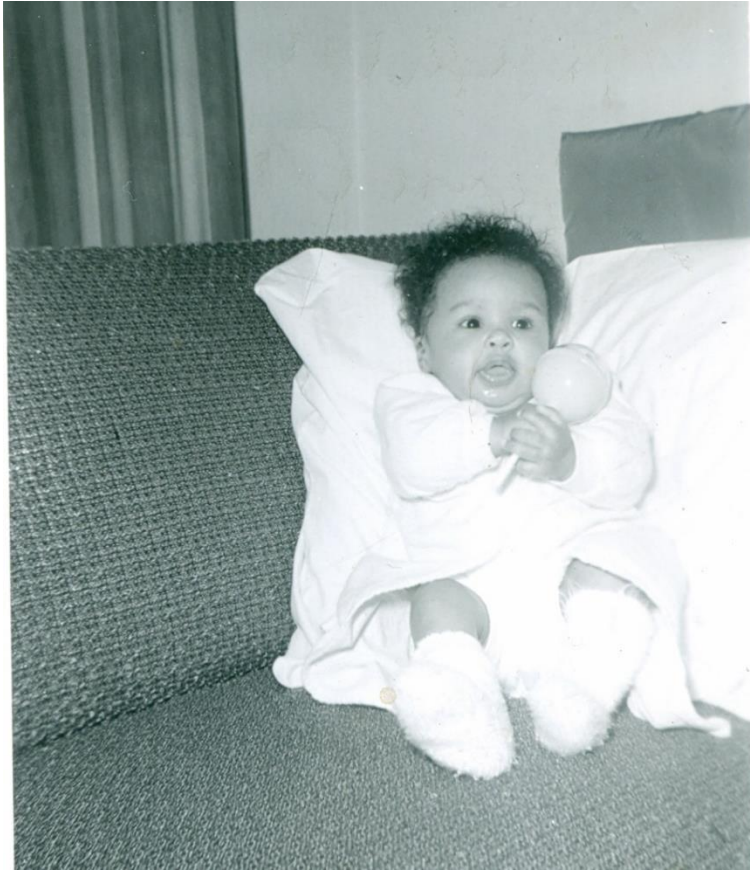
Thoughts on Leadership From Someone Who Has Done a Few of Laps Around the Track

FEI OF NORTHEASTERN WISCONSIN

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We all start somewhere



Sometimes...middle school happens!



Things really do get better!

1975



2015



First a story...

Someone who did kindergarten twice

Was told they were slow

Did not speak up in class – ever

Never played sports well

Had a few friends – not a lot

Did not get great grades in college

Did not have a real plan for life after school

When we welcome different thinking...

- * Mainframes
- * Fixed telephones or lines
- * Four year colleges
- * Department stores
- * Traditional doctor's offices
- * Personal computers
- * Cellular phones
- * Community colleges
- * Discount retailers
- * Retail medical clinics

What can I do as a manager?

New ways to identify talent

Do you always rely on a “recipe” for your talent search?

Hold your direct reports accountable

Do you always call the same industry friends for referrals?

Look beyond the “usual suspects” for opportunities

Do you REALLY encourage and reward different thinkers?

Embrace being uncomfortable

Explore ALL community contacts?

How did I do it?

Largely male organization

At first, thought doing a good job was enough

“Legacy” colleagues

Mastered “horrible” meeting syndrome

No road map or few role models

Leadership styles - wrong fit for me

Did not look like most people

Plan the battle; win the war

Did not have the playbook!

What worked for me...

Identified common denominators for leaders in my organization

Made some strategic decisions

Volunteered for challenging assignments – more than once

Consistently exceeded – not just met – expectations

Prepared for meetings in a “tactical” way

Benefited from a culture that could not afford “average” followers or leaders

Built trusting relationships at all levels – not just above me

My General Thoughts...

Work hard (yes, everyone tells you that!)

Take care of the people around you – that means everyone

Have fun and maintain perspective

Things to ask yourself

- Who deserves/needs praise or encouragement today?
- Who is waiting for an answer from me?
- Is the immediate drowning out the important?
- Am I taking proper care of myself? My family?

Something to think about

Facing your worst fears

Listening to that voice in your head

Believing

What makes these people special?

MALALA YOUSAFZAI



MATTHEW KAPLAN



Final Thoughts

Let go of limiting ideas/definitions of what “right” looks like in your organization – challenge the comfortable

Disruption is a key component of innovation and success

Be open to mentoring someone different; be a good mentee

Fight the fear

Provide and/or seek “stretch” assignments (profit and loss jobs)

Constantly build on your strengths



QUESTIONS?

