

**MY
EXECUTIVE
LEADERSHIP
APPROACH**

**MAN 6930
EXECUTIVE LEADERSHIP
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**PROFESSOR:
Dr. Jerry W. Koehler**

**BY:
Eric R. Weaver**

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Executive Leadership

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I. Introduction

This paper describes my approach to Executive Leadership. My goal motivated skills and behaviors are supported by values and traits founded in a strong belief system. This paper will include a specific review of my leadership characteristics that I've found most important, illustrated with brief examples of representative events.

My people centered core values are intricately woven into a change approach which reflects my faith and conviction in Jesus Christ, essentially a "Big Picture Perspective," which implies that everything happens for a reason, everything has a place and time. Therefore, everything can fit together easily to form a more evolved perfect expression where everyone WINS. This is the Big Picture Perspective, where everything fits, and there is nothing else; except God's Word, as shown in the Way of Christ Jesus. There is no need for depravity, loss and worry beyond to create the impulse to grow away from these things. This is the nature of evolution: a gradient or a cause for growth and leadership, and The Way defined by Jesus Christ. Greed needs to be rendered extinct; it's no longer necessary. We have evolved beyond it when we understand there is a Big Picture where everything fits, which we can conceive and attain.

Risk and investment are fundamental for change. Real leadership requires facing risks with the Big Picture Perspective of everything as a new opportunity. Each opportunity involves risk. A leader can find the win-win, whether it is an opportunity to learn and change or an opportunity to apply established skills. If I can express ideals and concepts in a logical format, I can make them happen. There are no limits, except those that we impose upon ourselves. Why ponder on the problems and issues in life if we won't take the risk and make an investment to change them? I know I can, and I will!

This paper takes you through an understanding of my Executive Leadership approach, including brief examples. Included herein are sections describing Leadership Motives for Effective Organizations, Management Principles, Values and Traits necessary to Establish Credibility for Utilizing Power to Make Ethical Decisions as an Executive Leader.

II. My Motives for Becoming an Executive Leader

Motives are derived from the circumstances we encounter, and our beliefs. We look at a situation and evaluate it based on our beliefs and take action. My strong beliefs and Big Picture Perspective brings out consistent goal oriented motivation in me. I'm clearly determined to succeed at the tasks before me and to reach the "undoable" in all that I do. I'm excited to achieve, so I rarely hesitate to take on new challenges. Being open to understand how everything must fit into a Big Picture allows me to create opportunities for followers to grow into new skills and expand their abilities. Every task must be perceived from the Big Picture Perspective to allow for all the pieces to fit into place and succeed.

I will be a successful executive leader in order to fulfill my mission in Christ Jesus. I am appalled at the disparity between personal ethics and business ethics as exemplified throughout American Culture. Things that would shock one's sense of personal family morality seem to be suddenly okay when one says "It was only Business." I do not agree with that. I believe the teachings of Christ are relevant to one's personal life AND also to their business identity as well. My goal is to demonstrate that Christian principles applied through executive leadership will bring the greatest success in all circumstances from the Big Picture Perspective.

a. Consistent Goal

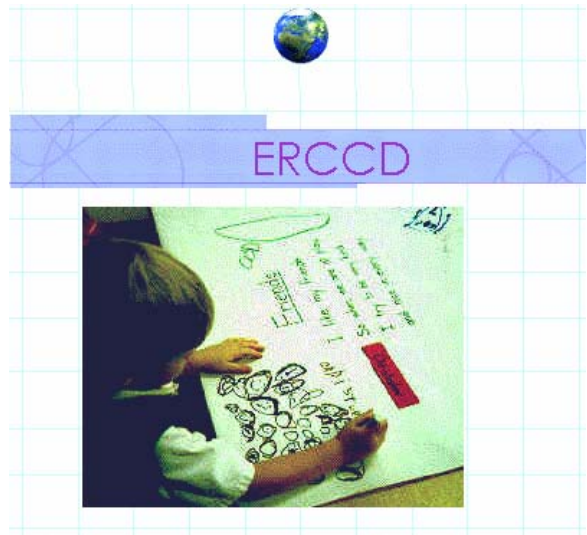
The Big Picture Perspective is all about a consistent goal: Success through Integrity. When encountering an opportunity, either a challenge or circumstance; recognizing that everything must fit together in the Big Picture instills a degree of confidence which inspires others. Strong leadership is based on encouraging the success of followers. Leading by example encourages success, Showing others that they can prosper without compromising their integrity makes my efforts worthwhile. If followers succeed honestly, then I as their leader have succeeded in helping the organization move ahead.

As Project Officer for the ERCCD¹ computer lab I invited student volunteers to the site and presented the opportunity to build a computer network. The college had donated the computers and they were piled in a spare room. During our brainstorming session students offered their skills and interests. Through our discussion together we defined different processes necessary to utilize all these skills and equipment to express their interests. Through the Big Picture Perspective of

knowing all attendees could benefit; I facilitated this round table discussion and encouraged everyone to share and explore the available options. My priority was for them to setup as much as possible; to empower everyone to contribute, and to utilize all their skills and resources to the fullest. Success was measured by each volunteer demonstrating their skills and exploring their interests. The working computer network was a side-effect.

b. Clear Priorities

A Big Picture Perspective facilitates clear priorities. I do not have to question or judge the circumstances I am in, if I am Honest, my faith in the Big Picture guarantee's success. The opportunity at hand only exists for me to benefit from, through education, progression or other success shared with others involved. With the ERCCD Porject, when issues came up, I was able to bring in the center staff. Each team member was able to contribute and offer their skills to enhance the utilization of all the equipment. I encouraged their individual skills, by participating² as necessary in each situation, asking others to participate more, or by helping a specific follower as required.³



¹ Educational Research Center for Child Development Macintosh Computer Network
<http://www.starsusa.org/homestead/files/prod01.htm>

² The Leadership Experience, R.L.Daft, 2nd ed. 2002 p86 "Hersey and Blinchar'd's Situational Theory – S3"

³ ibid. p61 "Dyadic Theory people oriented, working differently with each"

The task outline looked something like:

- Get phone lines from father's office (student 1, due next week)
- Use software from College Preview center⁴ (student 2, within month)
- Bring screw drivers and tools (student 2, 3 & 4, tomorrow)
- Find and download firewall and protection programs (student 3 & 4)
- Meet with class teachers about lessons plans
- Find more donated equipment
- Move and test hardware components until systems function
- Setup network, Wire classrooms
- Eric pick up Alan cause he can't get there tomorrow

c. Commitment to Achieve

The Big Picture Perspective allowed the success of the ERCCD project to be long reaching. Not judging it, means allowing it to evolve without the pressure of any selfish expectations. As the work on the computer network progressed; I brought home one Mac setup with the reading and writing programs that the project team had selected for the school network. Several team members were concerned that teachers had no experience with the computers, and they were not able to provide direct personal instructions. My son volunteered to learn the educational software so he was able to help the teachers and students in his class to use the systems. Therefore, he was reading and writing in pre-school. My son had a direct personal benefit from this project which I couldn't have imagined. He enjoyed the respect and position of authority so much in the school environment that when he began in elementary school he wanted to bring the Macs there as well. This interest and passion to progress opened more opportunities and additional projects developed.⁵ Several college



⁴ The Florida Center for Instructional Technology <http://fcit.usf.edu/>

⁵ LEWIS ELEMENTARY SUMMER SHOP <http://www.starsusa.org/homestead/files/prod03.htm>

students that helped out with the high schoolers at ERCCD were able to supervise with the summer shop at Lewis Elementary. This shop experience was created by the students themselves, initiated by my son's desire and inspiration, and supported by others. They setup a network, and had left over equipment so they explored the hardware further. They were open and honest with my son and involving him allowed them to all benefit by exploring more of their own personal interests. The commitment to our priorities lead through my Big Picture Perspective that each new idea was an opportunity brought us into new projects and benefits to achieve.

The summer shop allowed team members to learn how to repair computers. Multiple computers of similar types were taken apart so pieces could be moved around until they were able to make additional systems work. One student totally disassembled a dead floppy drive just to see how many pieces were involved. Another student cut apart all of the extra motherboards to provide an art teacher parts for class projects. Another had his parent help him pick up a dead machine to blow apart with fireworks. Each was able to learn and benefit, while another six (6) machines were made operational for a student lab at Lewis Elementary School. Clear Priorities and our dedication resulted in achieving multiple goals not even considered in the beginning.

As the leader who made this happen I feel like it was only possible because each participant took the initiative to contribute honestly and directly with the other people. I felt more like a catalyst or an instigator than the leader who made all the decisions. Each person made their own decision to be an active part of making all the projects a success. I made sure the pieces all fit together, that everyone could contribute where they wanted and that there were not any necessary elements left out. Seeing the Big Picture gave me the faith to encourage everyone to share their passions and skills for everyone to benefit from. I was never sure about the final results, but I had the faith and conviction in the dream and goals of the Big Picture where in Christ's Love; Truth is always successful for everyone's benefit. I was motivated to make it all come together by the true desire of those involved. Their creativity and excitement inspired and motivated me to fill in all the gaps to make it work. I know in the opportunities before me; my place is to envision

the Big Picture to bring this benefit of all those around. My consistent goals to teach and learn committed to achieve demonstrate my faith and priorities. Priorities of truth, not deception, of supporting others not usurping their success to my own gain, competition greed and control have no place here.

III. My Criteria for Organization Effectiveness

The key to effective organizations is a strong leader who encourages and creates great employees by encouraging the growth of their skills. This style evolves from the Science Perspective where people can be trained to be effective managers whose purpose it is to create organizational and work configurations for the realization of organizational goals.⁶

My vision of a strong leader is inspired by a Big Picture Perspective and enacted through the empowering and motivation of followers. Effective organizations must change and grow with the times. With proper information a focused leader can direct employees to develop skills and resources for improving themselves and thereby the organization moves ahead as well. Employees who strive to succeed and who are encouraged to innovate will create an effective organization. Motivating the self-empowerment of employees is my key method to increasing their self-esteem which a leader can inspire through a clear vision leading to an effective organization honestly and openly.

a. Motivating People

From the Big Picture Perspective people get involved with me it as their conscious choice. They are prepared for whatever I am inspired to share with them, otherwise they wouldn't encounter me. I am present and open for all opportunities, where will I try to encourage people to express themselves more, but I'm also an introvert. I will simply watch through nearly all-social interactions, preferring to only engage strongly in direct personal interactions or integrity. Thus, I will engage in your interests to motivate you to share enough of yourself for me to see a way we can better work together. Everything that exists fits together somehow as defined by the Big Picture Perspective. If you are inspired to connect with me, then this connection has value and purpose, so I've learned to find these connections and use this to motivate others. This coincides with the Situational Leadership Model, where effective leaders adjust their behavior to the readiness of followers — the extent to which followers demonstrate ability and

⁶ Organizational Leadership, J. Bratton, K. Grint, & D. L. Nelson, 1st Edition, ISBN: 0-324-12066-4, Thomson South-Western Learning, 2005 pp 63

willingness to accomplish a specific task.⁷ I usually never need to take the authoritative leader perspective, but only inspire others to do what's necessary for success of us all.

One year when working on my MBA the team I was on had an individual who was very loud and flamboyant. This was a struggle for the other team members since no one knew American History as well as he did, so when he went off in a rave about how some great leader did this or that, no one knew enough to challenge him. At first this made organizing and setting priorities for the team very difficult. No one liked the flamboyant person's propositions for team priorities or progress, but no one could get a word in edgewise either.

At this point I recommended to the team that the flamboyant individual could be "our team spokesman" to the class for our project. This would give him an outlet for his ostentatious mouth, while allows the rest of us to get focused and clear about the team project and priorities. Everyone immediately agreed, especially our new spokesman. Here I found the outlet to motivate the individual who otherwise was an obstruction to team progress. I use this method whenever engaging with others. I silently watch long enough to gauge people and understand what interests and skills they have and then assign them tasks, which fit their skills. In this case the team was very clear and effective each working in an area best tailored to their skills. A key to motivating people, as a Big Picture Perspective would imply, is to assign tasks to individuals where their skills are high. During the final presentation, the introduction by our spokesman was loud and flamboyant, worth video taping; however the professor commented at the end that the introduction neither added nor subtracted from the effectiveness of the finished product where our other effects were clear and self evident.

b. Empowering People

People prefer ownership, whether it be when pursuing a business venture or tackling a problem. Anything I can teach, becomes their own skill and resource. By taking ownership of

⁷ Ibid. pp 172



a situation they are will be motivated to complete their own tasks, inspired to succeed. Each accomplishment is their own, and is a reward it itself. When I assign tasks to skill areas, followers recognize this as an opportunity to exemplify their strong points. I invite people to share their passions and look for opportunities to engage their skills. People tend to be very passionate about things they are good at. Or conversely, people are very excited about working and striving in areas that demonstrate their passions.

For example, STARS USA Inc. was named by Chuck, one of our Directors. He responded to the name and became dedicated to the ideals. The name recognition and association made him feel inspired and dedicated to something very strong and worthy. Encouraging him to select the name for a new corporation insured his involvement and commitment because it created a sense of ownership linked to his passions. The registration database Reg-Eze was created by my friend Trace, as a way to escape the long lines to get registered for college. As a foreigner, he would wait all day in one line, to find out he had to get into three more lines tomorrow. His passion and desire for ease



and simplicity came out by pursuing a development proposal for automating these university processes. By encouraging and helping him to pursue his passions he later created Infoquest⁸ in USF Student Government which opened the doors for Advantage International⁹ the oldest and longest running computer company in Tampa where everyone benefits still today.

In each case I understood the tasks and matched them to the passions of the individuals involved to create effective organizations still alive today. The Big Picture Perspective allowed me to perceive beyond the immediate needs at hand and see how the tasks could be tailored to meet with a passion of an individual involved. I did not have to assign tasks or authoritatively require people to do certain things. However, I simply

⁸ Infoquest <http://www.sg.usf.edu/index.cfm?action=viewStaff&department=7>

⁹ Advantage International Inc. <http://www.diditbetter.com/>

understood what people were skilled at and directed them to see a new way to demonstrate their own passions. Knowing the players, tasks and the relationships between them all (ie. Understanding the Big Picture through the Way of Jesus Christ) put me into the authoritative position to answer the questions and decide: STARS will incorporate, Reg-Eze will only work as part of the system, ie. InfoQuest; and that our team spokesman will present only what we compile. Managing effective organizations is motivating members to learn to exemplify their skills by demonstrating cooperation, honestly and self-empowerment for organization success.

IV. My Guiding Principles for Managing Processes

Process management in organizations is what I am. Engineers only like to act and operate with clear specific tools along specific defined lines or action. The line of action for managing a process is done with the tools of my fundamental values and beliefs. Whenever I encounter a situation that challenges me, I ask myself: What would Christ do in this circumstance. This opens my mind to the Big Picture Perspective. I don't always see the answer right away but by allowing this vision I can address matters in a way that gives me strength and confidence that Christ will act through whatever decisions I need to make.

a. Values

Values like traits, motives and behaviors are based on my beliefs. Having strong solid beliefs about myself as a Christian and my place in situations gives me a decided advantage in interactions. I conceive of every situation from a Big Picture Perspective and Pray I am directed by Jesus. I know who I am, and what I can do, so I am very clear and upfront about these values and respect myself enough to follow them through. I know in my heart I am doing the right things and others can see and feel this about me, which brings them comfort in dealing with me. These direct solid values are fundamental for successful leading.

i. Honesty

I take the "high-road" believing that this generates the most good-will in the long run. With the ERCCD project being honest and direct to everyone involved from the very beginning allowed me to bring it all together. No one had any reason to doubt anything that I said about the project or the players. However, until everything was together and happening there was a great deal of "dis-belief" that it was even possible. My integrity allowed it to work. Everyone involved and all the computers and equipment that came together in this project was there because of my word, and the confidence I had. Others were able to feel this and responded by making things happen for themselves. I really was only a catalysts, and instigator that pulled it all together. I said we could do it, and when everyone arrived to see if we could, we all sat down and did it. Leading again by

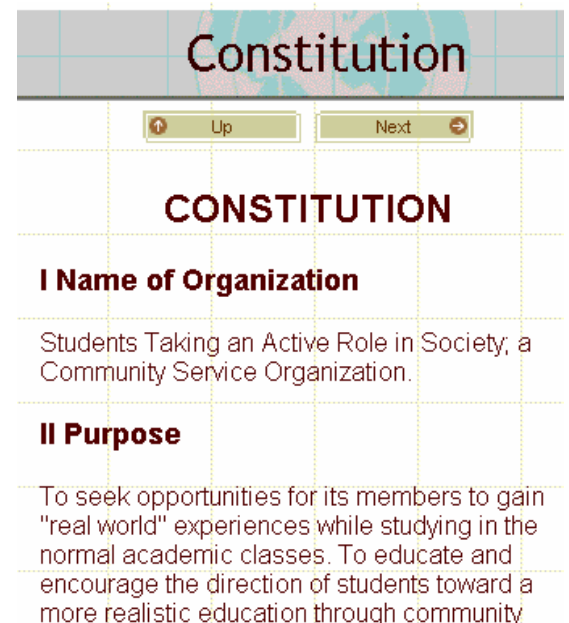
mere suggestion and understanding the tasks, opportunities and people involved. I simply see the Big Picture where everyone can benefit and encouraged the participants to express their passions fully and honestly like I do myself.

ii. Imaginative

During my first year in engineering college I was designing a 3-wheeled bike that I tried to build in my high school metal shop. At USF, my Static's Teacher told me I could get credit in her class for developing the bike designs for the Annual Engineering Expo.¹⁰ Soon my buddy from high school suggested that we setup a student group to complete similar projects for credit here at USF. I immediately got committed to completing this organization, sacrificing all my spare time, social life, skills and resources to getting new projects started. In this circumstance my imagination and impulse went to inspire a group of people to achieve student patent developments¹¹ surpassed my desire to attain my own patent independently.

iii. Direct, Tenacious

We began a crusade to use public resources for community services that we setup and worked at. I was motivated by the organization¹² and peer leading, redirecting my success and never pursuing the 3-wheeled bike patent. I modeled and built projects directly in each of my engineering classes while encouraging others to support and contribute their skills and resources to the organization we established. Each new project I undertook became the active example to the other students involved in the organization. Frequently I encountered conflict and struggled with the university administration since they were trying to stop faculty from developing patents independently of the university. However, I succeeded and all of my peers involved in this process went onto start companies and succeed elsewhere. The



¹⁰ USF Engineering Expo <http://expo.eng.usf.edu/>

¹¹ Student Organization Constitution <http://www.starsusa.org/homestead/files/Constitution.htm>

¹² *ibid.*

determination to achieve something was felt by everyone involved. As a leader I never had to make demands or give orders. I inspired others with my success and only had to make suggestions and encourage followers to innovate. Followers were empowered by their own ideas and motivated by my own success and support of their ideas.

b. Beliefs

My personal convictions and beliefs have been hard-won. I have a great deal of faith and strength in them and they are essential to what I do and focus on. They permeate everything that I do and say, as well as are felt and responded to by others almost instinctively. I have an innate understanding of the Big Picture in situations and thrive using this perspective. This Perspective is a gift from God. Jesus Christ came to earth to share The Way to God. God makes all things possible through His Love expressed by giving us His Son Jesus Christ. I've asked Jesus to live with me in my heart, so my Being is permeated with this Big Picture Perspective where God created everything for His Glory. Everything is designed to grow, thrive and evolve better ways of expression; it is ALL GOD, so ultimately it will all benefit from itself. Knowing everything will benefit God allows me to express God by benefiting from everything. My success is God's Success.¹³ By staying true to my beliefs, success is guaranteed.

i. Anything is Possible

My understanding and experience with business and the imaginative development of projects has shown me repeatedly that there is nothing out of reach. If a person decided to do something; they can get the job done if they stick to it long enough. The biggest limiting factor I've seen is the fear of trying new things, or fear of asking for help, or fear of getting up and trying yourself. Often we can never reach our goals without help. My 3-wheeled bike has a complicated design and I knew I needed help from my Static's Teacher. Admitting this to myself brought me the power and resources to overcome the perceived limitations. Further, asking for direction allowed me to grow and achieve a great deal beyond the simplicity of my first patent. Asking for help solved the existing

¹³ Truly, truly, I say to you, whoever believes in me will also do the works that I do; and greater works than these will he do, because I am going to the Father. [John 14:12](#)

issues at hand but also opened up new possibilities beyond my immediate desire and understanding. By asking for help I overcame my limitation and also discovered far reaching possibilities working on the Expo project, getting access to the graduate CAD Lab, getting extra credit in my class and most of all finding a new method for all students to develop projects, which has now evolved into the national Learn and Serve programs. Which President Clinton loved.¹⁴ And I can not count the times I've written and inspired Presidents.¹⁵

One of the things I have learned in my studies regarding Christ is that anything is possible with the correct motives. Miracles happen if one believes in themselves and the principles that guide them enough to follow it through. Everyone wants this instant gratification brain-washed into us by the capitalistic consumer culture we are plugged into. Instant gratification is short lived, useless and almost never results in the sustained happiness and long term benefits of the Big Picture Perspective I share in Christ.

ii. Love Is The Way

I know countless people have made this statement. However, when I honestly respect and listen to another person involved in my project or trying to stop me from attaining my goals; I can see and understand more details and perspectives than if I were to ignore or just fight them. Being open and honest with others while respecting their opinions is honoring to them, is loving them. Whether it is a person trying to help or interfere, they will both respond more easily to my kindness. Most of my experience with the patent process at USF was with the VP of DSR (Division of Sponsored Research) who tried to stop me. We could debate the concepts for hours, and though he would never agree with me, I was always learning new details to help me with my tasks. Today he is gone and I'm still doing the same thing he told me I could not do in 1987.¹⁶ I

<div>Back</div> <div>Up</div>	
RENT-A-STUDENT MINUTES	
MEETING REGARDING R-A-S's RELATIONSHIP TO USF	
May 26, 1987	
ATTENDANCE:	
Mr. Daniel R. Walbolt, Vice President Student Affairs	
Mr. Bryan S. Burgess, USF Attorney, General Counsel	
Mr. Eric R. Weaver, President Rent-A-Student, Spring'87	
Rent-A-Student's formal position in relation to USF, and particularly Sponsored Research, was brought up and discussed in the University's President's Council Meeting.	
The provost showed concern about an inevitable conflict with Sponsored Research if R-A-S were to be granted a franchise to develop and market student projects. The University program must remain a unified blanket approach.	

¹⁴ Disclosure; May 18, 1985 <http://stars.dyndns.info/homestead/files/start.htm>

¹⁵ President's Day Forecast; March 4, 2001 <http://groups.yahoo.com/group/Zest2Zeal/message/1240>

¹⁶ Organization Minutes with USF VP's <http://www.starsusa.org/homestead/files/Minutes87.htm>

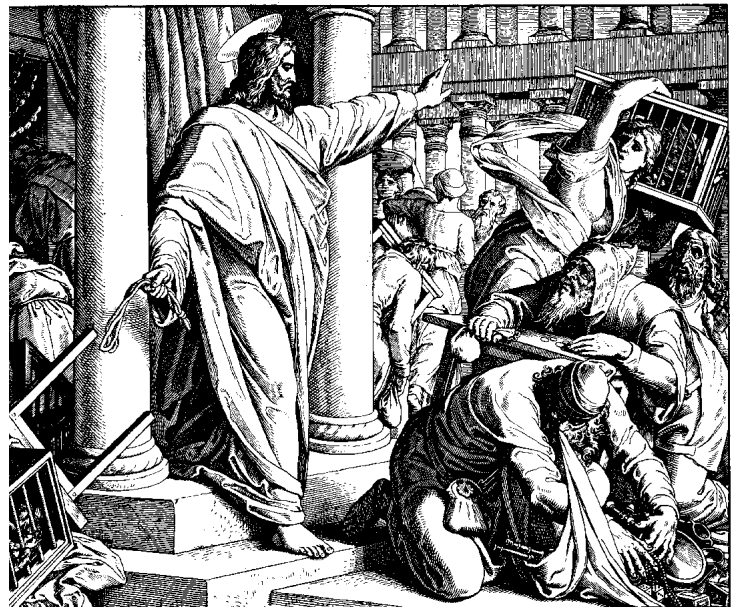
loved this experience and it showed how my respect and fortitude is the only way that really works for me: Faith in my Convictions.

iii. Jesus Christ IS The Way The Truth and The Life

I had a death experience while I was a child. This brought me into a direct personal relationship with Jesus Christ. Some people understand this, some people respect this, and some do this more than I have, while others do not. Everyone has their own choice that they will live with. I made this choice for myself and am very proud my children have learned this truth for themselves. Everyone will make this choice, or they may decide to choose again. I did already, so this is a fundamental belief about who I am. I Love Jesus Christ as my Lord and Savior, and He always shows me the Big Picture involved in every situation I encounter. I pray this will continue Amen.

With process management of anything in organizations or otherwise I simply act as who I am. If this leads others, then Praise God, if it doesn't then maybe it's my turn to follow.

All my ideas about leadership and processes to lead others are based on who I am. I do what I am good at doing. And I love to help and share with others. If this line of action means I'm a leader then I will lead being true to my values and beliefs. The line of action for managing a process is done with these tools given to me by the Grace of God. There is nothing else.



V. My Guiding Principles for Organization Design and Structure

This evaluation will be based on the organization I am currently in => the University of South Florida (USF). Encouraging people to participate in the change of their own environment is very fundamental to my experience with organization design. Organizations must continually change to stay competitive and be successful. People have controlled their environment from the beginning of time, but today the TV seems to control so many people whereby everything seems to be done for them. People have been trained (brain-washed) and have become accustomed to sitting and observing for gathering information, learning and even for entertainment. In the culture today at USF, many people are lazy, passive, apathetic and prone to being inactive. Therefore, for effective organization operations I must motivate followers to get up and be more self-empowered by encouraging them to develop their skills through their own passions. I help the organization to change to fit the most skilled and successful employees. In every organization I've been in I have created a position for myself, or was hired in one position but wound up adopting additional duties to expand and create a new position.

When leading an organization I encourage others to do the same. A successful employee will be inspired by their passion to develop skills to complete tasks required by the organization. Often this can lead to increased opportunities in using new developed skills

to better the organization further. For example, our flamboyant spokesman began to expand his skills and take additional opportunities to debate leadership issues in class. Leading him to explore his passions further in our team was reflected back into the classroom. We controlled his influence in the team by

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Never doubt that a small group of thoughtful citizens can change the world. Indeed, it's the only thing that ever has.
Margaret Mead

About Us

Students Taking an Active Role in Society organization whose purpose is to fund pro social changes to make the world a better place

redirecting his energy. However, controlling him in the classroom became the teacher's problem.

Another significant method to control our environment is the Patent Development Process. The progression of patent development for me is the development of companies: STARS USA Inc.¹⁷ and Idea Weavers, Inc.¹⁸ Here I have gone from directing students to create academic projects to actually investing in other people's ideas by completing patent searches and graphics through Idea Weavers, Inc. Again my direct interest is in someone's individual passion, which invites them to share additional skills and resources with me. If they have a crazy idea too, then we might have more in common that might help us both to develop further. I simply know all about my own space and power, and can easily share it. If you can share a problem that needs help; I might have seen your www.starsusa.org

neighbor yesterday who has the solution for you. Again I am utilizing your passions linked to my Big Picture Perspective to create change where we all can benefit.



a. New Changes

Through this leadership style I've created STARS¹⁹ to create change at USF => USA. STARS utilizes academic procedures to encourage new businesses and projects to form within existing academia. I started here and learned what needs to change is the leadership structure, not the leaders. People can be enhanced and encouraged to change through innovation. If you get a better mouse trap you become a better mouse catcher.

¹⁷ STARS USA, Inc <http://www.starsusa.org/>

¹⁸ Idea Weaver, Inc. <http://home.tampabay.rr.com/engineer/patents.html>

¹⁹ STARS USA, Inc Project Methods <http://www.starsusa.org/projects.htm>



The concept of a *bureaucrat*²⁰ has to evolve like the rest of our culture has. If the community needs to create better businesses and projects, the processes for creating them needs to change. Greater individual responsibilities are required. We can decide things on our own, bureaucrats need to just track all our data and make it publicly available.²¹ Changing from the bureaucracy to the community requires fundamental shifts in how things are done, not so much who does them. The greed focus in the bureaucracy creates fiefdoms of arrogance which controls

the creative minds and limits new development. Today in USF, knowledge and resources are controlled for selfish reasons by many bureaucrats. Shifting responsibility of resources from the bureaucrat to the classroom will provide the public with direct means to evolve culturally. This is a fundamental change that is required for any further cultural evolution at USF. This is where the ethics and my Big Picture Perspective can truly result in a positive change for the better.

i. Management Principals

In this scenario I believe fundamental changes will bring a cultural shift and the space for the growth that is now necessary. Therefore I have placed my own patents into the public non-profit company STARS to invest profits into future student projects and patents. This scenario was derived from months of debates with the VP of DSR at USF. He actually attempted to do the same thing by creating USF's Research Foundation. However, this DSA (Direct Support Organization) is too entangled in the chaos of fiefdoms in the bureaucracy to create any significant changes in the systems. However,

²⁰ The US Congress generates about 20 tons of garbage per day.

<http://www.cartoonstock.com/directory/b/beauocrat.asp>

²¹ BOOM! <http://www.geocities.com/stars2man/newpage38.htm>

changes come from the inside, externally imposed changes are viewed as attacks and the bureaucrats fight and hold tighter to their little fiefdoms. This was a valid attempt and followed the model for University Research initiatives, but sourly missed the mark.

Therefore, through STARS, anyone who contributes to a project will gain a percent ownership of the project. Every effort counts toward ownership of these technologies developed from similar efforts. If you contribute a patent to this company, you will gain authority over the other patent developments which are funded through your contributions. It is simply a direct math accounting of time to dollars in the forefront. Everyone has the same “risks” and possible “gains.” No fiefdom or bureaucrat deciding anything underhandedly behind the scenes. They might still be employed to track data, but they no longer have any real authority.

ii. Strategic Management

The clear objectives for creating this leadership authority are by numbers invested: TIME = VOTES for all decisions affecting specific activity involved in utilizing resources. This is based on the fundamental concept of “tenure of competency;” whereby your skills and accomplishments demonstrating active “competency” which creates “tenure” for your authority over future events and uses of the resources developed. The goal functions and requires that everyone keeps detailed records of all investments, including time accounting and resources to make this work. This operational transparency made Management become a side effect. If individuals are driven by their passions and develop their skills, then their successes in new products or benefits are returned to support development of others in the enterprise. Everything is accounted for equally where everyone participates and shares the data. The direction and control of the organization is self actuating. Each new success provides resources for future successes and also demonstrates to others how individual passions can bring success.

iii. Influence Tactics and Methods

Patent donations to STARS brings in significant revenue with all funds going to create new projects which anyone can participate and vote on. We can easily begin a practice of education which makes it more effective to publish and patent technologies for making things happen quicker. STARS will operate almost completely independent of the bureaucrats and without their control or influence. USF will grow and expand despite the greed and control of the bureaucrats.²²



This organization design and structure were specifically created to shift the culture. Schools are the center of our society where people learn cooperation and interaction with others. However, recently the TV has taken priority over this, imposing a capitalistic culture of greed and deception. All TV is fundamentally designed to deceive => advertise for the sale of products, create the perceived need of products and create profits for producers. The community and Schools are suffering where no one learns respect and morals and everyone deceives to gain. The STARS concept is based on truth and transparency. Everyone can participate and everyone can control, creating an equal opportunity for growth and progress where those who profit the most are those who work and create the most instead of just those who fooled more, or who cheated more. This is part of a Big Picture Jesus Christ has shared with me.

²² PUTTING POWER TO WORK <http://www.csupomona.edu/~msharifzadeh/mhr318/Chapter13.htm>

VI. My Guiding Executive Leadership Values

Leadership values are defined by the individual. My values are based upon my strong beliefs. Everything that I do exemplify these values to all those I interact with. Whenever people interact with me they get a strong sense of my values and my conviction to them. People have found that my values overshadow all that I do and will seem to conflict with organization missions that don't meet up to the high standards of these values.

Today's culture based on TV and greed has little or no values. This is exemplified in the sorry lack of integrity in our leadership. Success by deceptive competition far exceeds any value or morality of personal civility and responsibility. This is in direct conflict with me and my beliefs. My faith in Jesus Christ brings me a different picture than this mass media and Big Brother corruption of corporations lobbying for control. The Big Picture I can see easily away from the materialistic greed of today is clear and honest, open for all to see. Everything I do brings me closer to a full understanding of this. Transparency eliminates deceptions. Recourse can be used respectfully for professional inspirations that we can all benefit from.

a. Polite, Courteous, Respectful

When I encounter a new situation I tend to be rather quiet and observant. Often I will watch the people and circumstances before participating. When events require a leader to emerge or when there is a decided lack of leadership I will take it upon myself to become more involved. A well-mannered approach is always best. People respond to leadership better when it is not forced. If I make suggestions and recommendations with consideration of others involved they respect my position better. If the knowledge and experience I have



*"In the future, if you want to get my attention,
I'd appreciate it if you didn't yell out--
Yo, Big Cheese!"*

is suitable to lead, others will respond when they recognize this independently.

b. Direct, Professional, Decisive

In business relationships people come together to attain a goal and I will prepare a specific agenda. These events vary in character with circumstances, and an agenda can be written and emailed when a meeting is scheduled or sometimes is not necessary at all. Each can be evaluated easily.

Another event I recall as a child was building a fort behind my house. Others could come and help where I would instruct them to complete individual projects. We built walls and furniture, and collected wood and supplies. I would give kids more access and authority over projects based on how much they did, or more importantly how well they helped. Annually we would collect acorns and have acorn wars with other boys down the street. One time we took an old bike tire inner tube and stretched it between the two posts of our front doorway, which was nearly four feet across. We were able to lean back away from the door stretching the split inner tube full of acorns to send them like buck-shot more the 300 yards. Kids soon wanted to shoot rocks at passing cars. I was clear and direct about what we used it for and how. “NO cars were crashing in front of my parent’s house because of bad aim with a rock on our sling-shot!”

Clear direct actions and instructions are necessary at times. Being polite and courteous does not mean being stupid and allowing the ignorant or the selfish to get their upper hand in a situation. Clear values often lead by example, but there is also the need to be firm with subordinates. Again understanding a Big Picture Perspective allows me to know when it’s important to stand and fight vs. when it’s best to let things slide.

c. Encouraging, Inspirational

People respond to leaders differently in different situations. In Engineering, followers look to someone with experience and education. In Basketball, people respond to skill and dexterity. In weekend outings or art projects, people are more inclined to go along with the adventure, inspiration and uniqueness of the activity, or possibly their own familiarity with the activity proposed. I usually encourage other people to express their

own desires, and then express how similar our desires are and how working together we could reach them easier.

Each weekend I used to pick up my children from school and hand them a Weekender with different activities circled. Chris was 11 and Emily was 13 and they would trade pages back and forth chattering about options. I often mention the kayaks and bikes, and encourage them to consider more options. Each is able to present priorities and ideas for making it a full experience. Activities are all agreed to and planned democratically. This demonstrates my inspiration in encouraging healthy activities for my children.

These values of being honest and direct, personal and respectful, polite and responsive allow me to lead with passion and concern for others. Inspiring followers to do their best, will always guide an organization to the best use of resources for everyone's success. Being clear and direct with followers will always make this easier. This can allow others to understand their place in the organization as well as the values and priorities necessary for success. Executive Leadership values can not be faked and must be demonstrated. By exemplifying the highest moral values followers learn that success can be easy and spontaneous from integrity. This again is based on my strong beliefs and understanding a Big Picture Perspective.

VII. My Executive Leadership Traits

When placed into a position where a goal must be attained the leader accepts the responsibility to get it done. As a successful leader I must be able to understand and define the goal in context of the separate tasks necessary to attain it. I need to explain these tasks to others to get their support and motivation for completing them. Knowledge about the goal issues and the relationship of each person and component tasks is fundamental to leading the completion of the goal. The basic personal traits of understanding and caring for others are necessary to make this possible. By living and breathing Christ's will into everything I do, it gives others the assurance that no matter what, that I as their leader will do the right thing. I believe that gives my followers comfort and motivates them to complete the tasks at hand.

a. Business Initiative and Understanding

My first memory of a business venture was before the age of 10. I was proficient at repairing bicycles and had neighborhood kids wanting my help. I had the knowledge to get the job done. My father complained about his good tools missing, but I was able to work around his issues to get the job done. In this situation having the knowledge using the tools was only half the challenge; there also must be a desire and initiative to make it happen. This is the main stumbling block for the TV culture at USF. So many people grew up entertained by the TV instead of going outside and trying to do anything, let alone pursue a business opportunity or consider leading anything but the race to the fridge during a commercial. As a kid I wasn't interested in whatever my dad or brothers wanted to watch on TV, I was usually outside trying to conquer the world.

The TV culture makes people lazy and also teaches methods to lead that are uncivilized. Many television productions are based on conflict and the success of the underdog. Deception is too common and drilled into people as a valid way to attain success. Even sports lack any moral integrity where players openly fight and foul each other. The business is about absurd amounts of money and performance drugs, not integrity and sportsmanship. This is what we pump children's minds full of. Today the Christian business understanding is more necessary than ever. The truth is needed; not the "far right" of greed and consumerism like seen today in the current President Bush scam.

b. Compassion and Empathy

This is an area that I have learned much from the teachings of Christ. Compassion and empathy are two things that he personified. In high school I dated a girl for several years. She had a younger sister and a single mother in a split level house in Northern New Jersey. There were not any men around so Mom soon discovered how good I was with tools. I was ready to help and she began to ask my opinion on how to do things around the house. We fixed the fridge, removed carpet, and built walls. Soon I was there almost all the time making suggestions and discussing things over with her. Her daughters always had ideas about things too. We all understood each other and worked well together.

It was a second family for me where everyone had a place and specific relationship with each other. Here respect and consideration of others was what made it possible. I had to empathize with my girlfriend who expected / enjoyed my time and attention as well as understood the requirements that her mother had for the latest home improvement. Understanding how her little sister would be crazy sometimes was also helpful. This compassion and understanding have continued in making this a long term relationship.

Whether in a family or a business, empathy for others brings understanding of their needs and desires. This understanding leads to a perception of people's passions and leads to skills in motivating others. The Big Picture Perspective comes out when we take the time to understand others. The intrinsic values of integrity and respectful direction are effective when being open to each person's individuality. Again being conscious of each individual allows a clear understanding of how they can fit into the Big Picture and respecting their specific skills to bring them to success.

c. Inherent Instinctive Ability to Progress Towards Goals

The ERCCD computer lab happened when a high school senior asked to build a computer network. I called the STARS USF President to see if they had any donated Computers. STARS was expanding their resources to encourage more student projects. He told me they were getting older Macs but he knew the college kids would not want to use them, and was concerned about what he could do with them.

The next morning I took my son into the ERCCD²³ Center at USF, where he had been enrolled. As I signed him in I talked to the Director who was there at the front desk, complaining about the receptionist running late. He told me they would love a network of Macs for the children to use. The college had only funded computers for the staff, but there was a lot of Mac software available.²⁴ Here the natural circumstances and opportunities presented themselves almost in perfect order to attain the goal of setting up a computer network project for high school kids. I only had to instinctively follow through with the opportunities as they were presented to me to attain this goal.

Being open to see the Big Picture allowed this entire project to come together. Listening and being empathetic to the people involved, understanding all the opportunities as they were presented, and having the initiative to bring them all together led this project to success. Each trait developed through my life has come together to provide these opportunities to develop projects at USF. Each day I receive insights into new

²³ USF Preschool Center for Creative Learning <http://www.coedu.usf.edu/clar/erccd.html>

²⁴ Software Preview Center Lab: EDU 252 <http://fcit.usf.edu/home/about.htm>

opportunities. Some have the people with passion involved, and these are the projects that will get my attention, they are ready to be lead to completion.

Once again my traits fit into the Big Picture Perspective. The challenges in the culture and corruption of today leave the doorway wide open for a solid leader of integrity and fortitude to stand up to all the deception. Each event in my life has helped prepare me for this. All the values and beliefs come together to exemplify the traits I have to get things done. My faith and conviction in God allow me to see the Big Picture where everything can be resolved for our success.

VIII. My Approach to Establishing Credibility

Credibility is something people perceive from their interaction with you. When people see your skills and values they develop an understanding of you, which establishes your credibility with them. People also refer to your credibility based on who you know or other things you've done and been involved in. For example this paper which described events where I lead others to success gives the air of credibility in evaluating my leadership style. Simply stating that I lead others by "encouraging their individual passions" is not nearly as effective as describing circumstances where people succeed through my direction.

Like recently a team of people I worked with decided to present perspectives from different companies to exemplify concepts on organization design. When we first met about this presentation, members talked about this in detail. Someone recommended a company they liked and were familiar with as an example of a positive organization design. I simply encouraged them and said how this could work easily for our presentation. This inspired the individual to go above and beyond the call of duty creating uniforms and graphics to match their conceptions.

Credibility can also be established with the voice and commitment of others. Like in the above example when someone else on the team suggested a company to exemplify the opposing aspect of organizational leadership, it encouraged the first individual further. Commenting how I could present them as consultants from these two companies made them feel even more motivated and in charge of their passion completely. Their credibility and commitment just blossomed out of the circumstance with little or no effort from me.

From the Big Picture Perspective, credibility is always understood and accepted. I never have to second guess or justify anything because my reliability and integrity is obvious and clear to everyone. With clear solid values based upon a sound belief system establishing credibility comes naturally and instantaneously. No one ever has to question or ask for outside references; since it is exemplified by everything I say and do.

IX. My Approach to Utilizing Power and Influence Tactics

People respond easily to someone who they recognize has more skills and abilities. This recognized authority creates power and influence over others. When faced with a new problem we are accustomed to turn to someone who is trained. If we are sick we seek out a doctor, if the car won't start we find a skilled mechanic, or if the roof leaks we'll find a roofing contractor. I easily pick up tools and equipment to use for my own interests. This includes efforts on art, patent projects, and curiosity, which now has given me a significant advantage with broad understanding and skills. Seeing the Big Picture helps me to understand when I need to use my own skills to get the job done right, or when I can motivate or teach another to get the job done. My approach to power is to only use it when it's necessary while my skills often place me in control where I can teach others to be motivated by their passions as I understand from the Big Picture Perspective.

a. Skills

My detailed technical skills and knowledge has been fundamental to my leadership. Knowledge is power. Everywhere I go people follow my leadership because of my skills over the arts and sciences. It can even be kind or un-nerving which is why I try to be an introvert. Put into a place of authority all the time is not always fun. It certainly can be, but it also always brings a lot of responsibilities. This term I've hedged off the leadership roles more than I should. I allowed too many things to just slide. Several times I've been at meetings where everyone was just looking around waiting for someone to take charge. And I've seen how losers take charge to manipulate and exploit the situations for selfish reasons instead of benefiting any teams. Leadership is a skill that brings great responsibilities and I must remember to be more strong and decisive initially.

i. Computer and Technical Abilities

I began my engineering career with no specific specialization. After graduation I saturated the engineering industry with resumes. This was met with little success. As I rifled through rejection letters calling each one in a last attempt, one engineer remembered my resume specifically since I knew their Medusa CAD system. I used the same computer



system while in college. The USF engineering graduate computer lab had the mainframe CAD systems, and the owner had never found a student with such experience. I was hired because I had the technical skills and knowledge of their existing equipment.

After a slow start I soon was established as technically competent in the use of many computer technologies. One of my first assignments was to design the stormwater infrastructure of the Gardineir Phosphate Plant²⁵ along the Alafia River after the spill in the 1980's. The project was to use a new Stormwater Management Model (SWMM) that the University of Florida was developing for EPA. I was able to Beta-test this software and developed a significant reconstruction of the Phosphate Plant.

I have had steady employment since the SWMM program became the industry standard for large surface water systems around the country. Each firm hired me to help with their computers and to use this infrastructure model. Currently, I run this model exclusively. Consultants and Engineers routinely contact me to help with their stormwater design issues. My technical skills are well known, so I never need to search far for more work.

ii. Engineering and Scientific Proficiencies

An engineering project I lead others through was the modeling of three tributaries to the



Alafia River. The Alafia River had an extensive budget and over several years of data to be compiled. I hired sub-consultants at the very beginning of this project. I brought them all together and defined the different tasks at hand. Each sub' was able to review the processes. We decided democratically to begin with the most complicated task. So I got out my ruler and calculator and showed them how to measure and calculate specific data from the aerial photos. They each then completed the task with no further supervision from me.

²⁵ <http://www.cargillemt.com/abo.html>

b. Personal Motivator and Inspirational Instructor

With the Alafia River job, I found how the sub's were intelligent and motivated to learn the technology. I first showed them the measurements and calculations required and then let them try it independently. I pointed out issues and tricks for getting better accuracy. As they worked on it I went and printed a spreadsheet table where they could enter their calculations for me to easily transfer them into the SWMM computer program. When I returned I checked their work, discussed further techniques and issues to encourage them. They each took the blank table and began on the task. I dropped in and checked on them occasionally to answer questions. It seemed like they were racing each other, trying to impress me with their skills and dexterity with the calculations. I had empowered them to complete the task, and they were trying to excel at it.

People are inspired to excel when I demonstrate confidence in their abilities. My Big Picture Perspective hinges on these values and traits. Loving people unconditionally allows them to openly share and confide in me. Honoring them by listening allows me to learn about their passions and place in the Big Picture. I am often placed in leadership positions and take on new unique responsibilities because my values and traits are supported by my actions. I encourage others to express their skills. I inspire people to share and explore themselves. What do they need from our interaction? What can they offer and share that we can all benefit from?

My Big Picture Perspective excites and inspires others. I am strong and clear whenever inspired by circumstances. I will envision a procedure involving a diverse collection of people and skills, and somehow I will make it work out. Like with ERCCD the people and circumstances almost appeared out of thin air as I conceptualized the needs and tasks at hand to make it work. This can be very inspiring.

c. Ability to See the "Big Picture"

In these examples I've detailed how my ability to see the Big Picture was fundamental in bringing participants to success. Seeing how everything fits into God's plan gives me an advantage. Each project has the immediate goals. However, the passion and drive of the participants is more important to me. Seeing this "Big Picture" means understanding the

desire and interests of all those involved in relationship to the goals and resources at hand. The participants' desire and motivation is my primary goal for completing tasks. If the participants are interested in completing the tasks, the goal is reached quickly and easily. The more heads going into the tasks the faster, smoother, cleaner and smarter the goal is attained. Further the goal of inspiring participants to find their place and skill in completing tasks guarantees the goals are completed. When goals are accomplished by motivated people excited about completing their share of a task the team camaraderie often inspires new projects and activities as I described with ERCCD.

Again it is my faith and strength in my own beliefs that people can often feel and respond to. They are not always conscious of my personal commitments to God, but that is not relevant to them either. I have the faith and conviction in myself to press people to achieve in ways they've never considered before. It is this faith that brings me a Big Picture Perspective where everything in God's world has a place and time.

The true challenge is knowing when and where things need to come together. Circumstances are a clear indicator, but prayer is necessary for clear discernment. Having a deep clear relationship and a commitment to it makes this very easy. However it also brings the greatest challenges. Having the strength to overcome also brings you up against things that no one else can overcome. Faith in the Power of God, is Faith in the Big Picture Perspective, is knowing that no matter what I can get through it, and nothing is beyond my reach.



X. My Guidelines for Making Ethical Decisions

Ethical decisions are not made by accident; they are based on fundamental concepts deep in who we are. For me, as a Christian, this is very simple and easy. If I need to stop and think what is the proper ethical decision to make, then obviously I have no deep ethics. However, since this is so deep seated within me, I simply follow my insight in God and it guides me to what is Right and Just. With this deep ethic, everything that I do will demonstrate my sincere ethics. How I act and respond to others is a critical element on how they will react to my insight and direction. By acting responsibly in expressing my ideas and directions others become conscious of my ethics.

Ethics are something that we ARE. It can be learned and changed, but it is a very fundamental component of our culture and way of life. Today in America our culture and fundamentals of life are based on the TV. The whole element of knowledge and truth, social news and understanding is based on a deception. The TV is a fabricated view of reality. We know that so much of what is on TV is not real; it's made up in Hollywood. However, so much of our culture and way of life is created by the TV. Politicians are made and destroyed by the TV. But what do politicians and TV have to do with ethics? NOTHING! My point exactly!

However, 90% of American children are placed in front of the TV before they can walk. Many parents use the TV to baby-sit their very young children. TV is all about creating a greed centered materialistic culture to increase consumerism and profits for the very rich. Americans don't even think for themselves anymore. They know deep down that most of the TV is totally BS, however, they accept it and use it constantly. So much of the cultural problems today are deep seated fundamental concepts that the TV affects and changes every day.

No one would admit the TV controls America, or that the TV is corrupt and manipulating countless thousands. However, no one in America can keep their TV off for a weekend, or holiday season. And the idea of NO TV in a house is just unthinkable since many houses have a TV in each room. No TV is viewed a sign of poverty.

I praise God I didn't own a TV while I raised my children. And I guess I'm thankful I never got along with my father so I tried to be outside of the house as much as possible where I never watched the TV while growing up which gave me strong sound ethics.

a. The Ethics in the Big Picture

Part of the faith in Jesus that brings the understanding of the Big Picture is always acting ethically. As mentioned earlier ethics can be learned, or unlearned as in the case with the USA culture and the TV. A significant part of the Big Picture Perception is a solid no-compromise approach to ethics. If my faith and personal relationship with Jesus allows me to perceive a Big Picture where everything has a purpose and place, then the foundation of this is the morals and ethics of Jesus Christ. Not necessarily the Christian religion or the preaching of the church but the solid conviction and the Love of Jesus that lives and grows through my heart.

What this really means is accepting that the only way I can use the power and wisdom of God is by the ethical and righteous standards that provide their foundation. God is everywhere in everything and by choosing to consciously connect to this strength through the Way of Jesus Christ in the love of my heart brings me an instinctive fundamental conception and feeling for the truth and ethics in all situations.

b. Applications of the Big Picture to Organization Decisions.

When organization and teams are involved the expression of this truth and understanding is still very fundamental. Therefore, for me, ethical standard and decisions are almost made by default. All my understanding and actions are based on the Big Picture, so acting otherwise is not possible and usually counter productive. Through my faith and the Big Picture Perspective the most true, honest and ethical choices all lead to the greatest success. This has been what I've learned and experienced, so this is what I do. Interesting enough in life turning the other cheek has as much ethical application as giving to Caesar what is Caesars'.

XI. My Executive Leader Style

I never considered myself an executive leader, but what I try to do is picture Jesus Christ as the CEO of my life and live each moment as I feel He leads me to. I evidently have a significant propensity for this because each day He gives me new opportunities to share His Love. According to our class notes I practice “Transformation Leadership.”²⁶ At least each item discussed in class is listed in this paper some where. For Example Burn (1978) spoke about a “stream of evolving interrelations” which describes how the ERCCD project evolved. Followers were motivated by the continuous events that the leader weaved together through the stream of events encountered. Each member was “elevated to a better self” by empowering their skills.

Followers have their “higher needs” activated by the high moral values expressed. The Big Picture where everyone has value and purpose appeals to their emotions of honesty, fairness, justice and responsibility. Like Tichy and Devanna said the motivated followers see how I am sensitive to them, helping them learn new skills while creating change.

Knowledge and skills are fundamental for leadership as are the strong ethics. Knowledge

Transformation Leadership (Burn, 1978)

- A stream of evolving interrelations in which leaders are continuously evoking motivational responses from followers
- Modifying follower behavior as they meet responsiveness or resistance
- Ceaseless process of flow and counter flow
- Followers are elevated from their “everyday selves” to their “better selves”

Executive Transformation Leadership

4

Transformational Leaders

- Activates followers – Higher order of needs (motivation) – Higher level of morality
- Raises consciousness of followers
- Appeals to ideals
 - Liberty
 - Justice
 - Equality
 - Peace
 - Humanitarianism
- Appeals to positive emotions – Not fear – Greed – Jealousy – Hatred

Executive Transformation Leadership

5

Transformational Leaders (Tichy and Devanna)

- See themselves as change agents
- Prudent risk takers
- Believe in people – Sensitive to their needs
- Articulate a set of core values
- Flexible – Open to learning from experience
- Disciplined thinking – Careful analysis of problems
- Visionaries – Trust their intuition

Executive Transformation Leadership

6

²⁶ “Executive Transformation Leadership,” MAN 6930 Executive Leadership Fall term 2005, Dr. Jerry W. Koehler class notes

brings a great deal of ethical responsibilities. If I have mastered what I refer to as a Big Picture Perspective then I also have the ethical responsibility of how this information is distributed. This semester at USF has brought this fact out more than ever. A respected professor suggested that some innate skills I have might be patentable.²⁷

Patenting a specific method for Leadership is a great ethical responsibility. However, there are many significant aspects of this that I must remember. I can patent a very specific process and detailed method to understand and perceive the Big Picture Perspective. However, actual use and operation of this Perception is a bit more complicated than just defining the method. For example, we can all look and see how easy it is to ride a bike. We can describe the methods and procedures for biking as well. But until someone tries it directly the methods seem almost meaningless.

When I complete this patent I will have the responsibility to teach and train others the proper application. This will require demonstrations and examples, as well as a lot more background research and exploration. As with my own Leadership Style that I've defined here, there are a lot of elements that I understand and take for granted. The ethical principles are fundamental and deep seated concepts that are basic necessities for any Big Picture Perceptions. However, before I was asked what guidelines I use in ethical decisions I never considered how rooted and fundamental they are. That's all that matters.

Just as in our leadership class this term. Before I saw students intentionally deceiving each other I never considered how backward and uncivilized our culture is. People are not born to deceive and manipulate. Children are born completely trusting never considering that any adult could bring harm. Something about our culture teaches people to be deceptive and manipulate. And most assuredly it is the TV since I've personally seen how people pickup tricks from the con's pulled on the TV. I've also seen how my children trust and respect at such a different level than other children raised on TV.

²⁷ Zee Brian question; June 2, 2003 <http://groups.yahoo.com/group/ccalm/message/29525>

XII. My Guiding Executive Leadership Principles

Everything I've written in this paper has been a self exploration. I've learned more about my own principles and guidelines for interactions with people than I could have ever imagined. I've seen clear examples in my daily life that compliment the examples I've described here in detail. Recounting the various experiences I've been through to understand my own Leadership Style and Values has helped me significantly in understanding and learning about leadership and how I am a Transformational Leader.

There are a great number of people with no sound moral foundation. This forces me to become stronger and more decisive in expressing what I understand is important and consider almost common sense. Not everyone has the common sense to know that ethical and values are something that we carry throughout our life. Also it has become obvious to me that people do not realize how allowing a compromise of ethics and values will only make future compromises easier and more common. Without this solid foundation people become more like wild animals jumping at any opportunity with no conception of consequences.

People I lead need to know the values and standards that I operate under from the very start. Basic ground rules and fundamental principles of upholding ethics and values are what make success. Whenever I have the opportunity to lead I must acknowledge the responsibility to make these foundations known and understood. Our culture today has no standard method for teaching these fundamentals. Each individual comes with his own preconceived notions about success and capitalism. And I must recognize that the majority of these preconceived notions have come from a corrupt culture where values and ethics change with the number of zeros to a decimal point on a pay slip.

His capitalistic consumer culture teaches greed and deception as a higher and faster way to success. My principle of ethics, honesty and Christ like values are not very common and will need to be defined as the standard code for operation, an attitude necessary for followers in any organization I lead.

XIII. My Model of Executive Leadership

The model of Executive Leadership described in this report included several significant elements of necessary to bring organizations and followers to change:

- Ethics and values of honesty, imagination and direct forthrightness are the foundations.
- Clear commitment to fundamental beliefs provide the backbone for ethics and values which not everyone has experience or learned in our prefab sheltered culture of America.
- Change will always be necessary and learning to grow and evolve with changes is necessary for all leaders to excel.
- Significant organizational structures can be used to teach ethics, values and bring the changes that inspire growth and innovation

The Big Picture Perspective that I've outlined throughout this report is modeled after these principles grounded in the faith and commitment to Jesus Christ. Accepting that I have an obligation to lead more since I have developed this model is a responsibility for me. STARS USA Inc. represents an evolution of these principles. I came to Florida with this dream²⁸ and vision inspired through Divine revelations. I knew that was what I came to Tampa to complete. I made significant efforts to bring it to fruition.

However, circumstances defined in the Big Picture of this Mission required a germination period for the seeds planted during my initial visit to USF. When it came time to return to USF in 2003 I reviewed the years of journals I had written during my first visit here. I began classes knowing that I needed to finish what I started. My first class was with a professor who would help make this clear for me. And again Dr. Koehler has forced me to look deeply and clearly at what I am doing and why.

²⁸ AWARD WINNER 1985 <http://stars.dyndns.info/homestead/files/Dreams.htm>

XIV. Summary

In Summary, thank you Dr. Koehler for asking just the right questions to push me to do what I need to do. Thank you also for putting Rent-a-Student on the President's agenda in 1987. Thank you also for suggesting that I explore a patent for the methods I'm using to bring change and evolution to the world around me. I also must thank Keith Sargent who edited and debated the first concept papers I wrote on Rent-a-Student and now again has helped bring clarity and truth to this expression. I know the seeds Keith helped sew years ago are more than ready to bring tremendous fruit. And I'm confident that his efforts this second time will be equally as meaningful.

This class and writing exploration have been significant in defining the tasks before me. If I do see a Big Picture and understand a deeper meaning into things, then I have the responsibility to bring these talents out for all to benefit from. Bringing innovation and motivation into organizations has not been defined clearly anywhere else. My self-empowerment techniques inspired by the Divine Visions shared by Jesus Christ living in my heart need to be further explored and defined.

Love and Truth need to take the place of greed and corruption. My Big Picture Perception and Divine inspiration are what will make this possible.

Thanks one and all, for the Glory of Father, Son and Holy Ghosts, Amen.

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