

# Getting To Know Brad

Revised January 2022

***This will be a good discussion if...***

- You gain greater insight into my personal leadership journey line, my expectations of myself and others, and my triggers
- You contribute to helping me grow by reinforcing the right behaviors, and providing me with feedback as needed

# Brad: The “Resume” Version

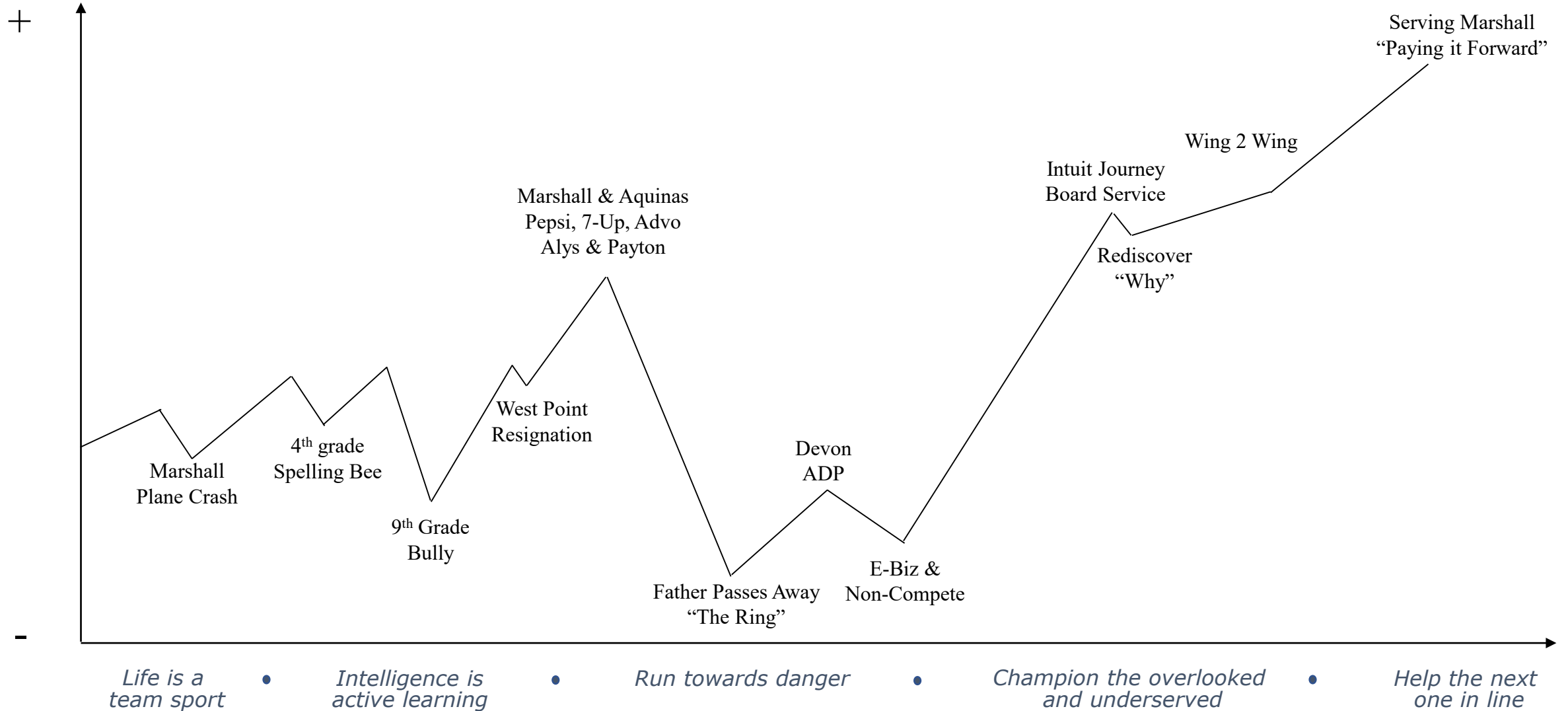
- Born in Kenova, WV (pop. 3,100)... middle of three boys... friends & lessons that have lasted a lifetime
- West Point (USMA) plebe... Marshall University (BA – Marketing)... Aquinas College (Master of Management)
- Married to Alys for 28 years... two daughters: Payton (attorney) & Devon (health & wellness coach)
- Professional experience: Lifeguard ... Karate Instructor ... Pepsi ... 7-UP ... ADVO ... ADP ... Intuit ... Boards
- Co-founded Wing 2 Wing Foundation & Wing 2 Wing Ventures ... leveling the playing field in Appalachia
- Leaders who have shaped me:
  - Parents: People prefer their leaders with flaws ... it makes leadership more attainable for the rest.
  - Coach: I see two people - person you are & person you're capable of being. Let me introduce you.
  - Mr. Rogers: Never mistake kindness for weakness.

## Servant Leadership

***The Man In The Ditch Parable***

# Brad's Journey Line

"I'm a boy from a small town who spent 22 years dreaming of a way out, and every day since looking for a way back home"



# Brad: My Leadership Philosophy

## **Setting Context:**

The purpose of sharing this document is to clearly communicate the ideas and ideals I strive to live up to and inspire in others. It represents a psychological contract that empowers you to understand who I am, what I aspire to become, and how you can best work with me and help me and the broader team improve each day.

## **My personal philosophy on leadership:** *(108 leadership articles published on LinkedIn)*

- Leadership is the ability to inspire others to achieve shared objectives.
  - It is operationalized through 5 Pinciples: Potential - Purpose - People - Playbook - Pay It Forward
- Your title makes you a manager, but your people will decide if you are a leader.
- Leadership is not the job of putting greatness into people, but rather the recognition that greatness already exists in each of us ... the role of a leader is to create the environment for that greatness to emerge.

## Greatest Demonstration of Leadership

***Youth Soccer Coach Experience***

# Brad: My Aspirations & Expectations

## The attributes I aspire to role model include:

- **Integrity:** I am a principles-based leader. I will always say what I mean and mean what I say. In the end, my words and my actions should be synonymous.
- **Humility:** Mankind has many gifts, and I do not view myself as one of them. I seek to learn from others, treat every success and failure as a learning opportunity, and strive to be a better version of myself every day.
- **Teamwork:** I believe that a player that makes the team great is far more valuable than a great player. If your dreams can be achieved alone, you aren't dreaming big enough. If you want to go fast, go alone – but if you want to go far, go together.

## What I expect of team members:

- **Be Curious:** embrace a growth mindset, striving to be a “learn-it-all versus a know-it-all”. Seek outside inspiration from “the best wheelmakers” and embrace best practices. Seek to understand before seeking to be understood.
- **Be Bold:** set bold goals and play to win. The issue isn't aiming too high and missing, it is aiming too low and hitting. I prefer the errors of enthusiasm to the indifference of wisdom. Treat success and failure equally, as an opportunity to learn.
- **Be Accountable:** Assume competence in others and role model benevolence. Individually and collectively own the outcome. Don't identify problems without offering a solution. If you ignore a situation that needs correcting, you've set a new standard.

# Brad: My Hot Buttons and Triggers

## Areas that we should all strive to eliminate in our team environment:

- **Failing to prepare:** lacking the necessary context or understanding of the situation, facts or alternatives diminishes the quality of the outcome, slows the pace of the team and prevents you from actively contributing. Come prepared to participate.
- **Failing to dissent early:** harboring a difference of opinion and not offering it up for discussion and debate is passive aggressive behavior. It minimizes the quality of the outcome and diminishes the effectiveness of execution. If the decision goes another way, be willing to disagree and commit.
- **Failing to place “we” before “me”:** a team is only as strong as its weakest contributor. There are no MVPs on a losing team. Therefore, everyone’s success is measured by the team’s success, and should be the highest purpose for which we all strive.

## My personal triggers that I must own, and you should be aware of:

- **Intellectual certainty vs. intellectual curiosity:** my frustration grows when people are certain they are right, or there is only one right answer... and especially when they do so without unpacking their logic behind their beliefs.
  - The best anecdote: “Because of this (data, experience, etc.) ... I believe this ... now what do you believe?”
- **Sharing feedback about a peer without having told them first:** blowing out someone else’s candle will not make your own candle glow brighter. It will only erode the trust of your team members and my trust in you.
  - The best anecdote: view feedback as a gift and provide it directly to the source at the moment of truth

# Brad's Leadership Mindset

***"What you can expect from me"***

1. **Values:** My core values are Integrity, Humility, Teamwork
  - "Never mistake kindness for weakness"
2. **Mindset:** I strive to be a Leader/ Teacher
  - "A wise man learns from his own mistakes, but a genius learns from others"
3. **Vision:** I tend to be a dealer in hope (a pragmatic optimist)
  - "Be more than a good communicator, be a translator of dreams"
4. **Execution:** I seek those who can write the textbook *and* teach the class
  - "Be both a dreamer and a doer"
5. **Resource Allocation:** I employ horizon planning with an explicit philosophy
  - "The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function" – F. Scott Fitzgerald
6. **Critical Few:** only 6 or fewer variables can be "causal" ... leave the Top 10 to Letterman
  - "Institutions seldom die from starvation, they die from indigestion"
7. **Diversity:** Diversity is a fact, inclusion is a choice, belonging is a culture
  - Diversity leads to stronger cultures and better outcomes – "Cuban Missile Crisis"
8. **Prepare:** hypothesis-driven thinking ... develop multiple scenarios with contingencies
  - "The best time to repair the roof is when the sun is shining"
9. **Coach vs Judge:** feedback is a gift at the moment of truth ... 3:1 positive/ constructive
  - Leave every interaction having "Energized, Educated & Empowered" others
10. **Trust:** assume competence in others and role model benevolence ... leaders eat last
  - "We before Me"

# “My Expectations of You”

- Always remember that Marshall is your 1<sup>st</sup> team ... your role and CU/department is your 2<sup>nd</sup>
- Be present and active in group meetings ... make it an investment versus an expense
- Role model our values ... but make them your own
- Run your own show, but keep me informed ... bad news should travel faster than good news
- Look for inspiration outside your area ... inside and outside of Marshall and academia
- Understand leadership is more about the questions you ask, not the answers you provide
- Play your game versus focusing on others ... success is not a finite resource
- Be constructively dissatisfied ... take a protagonist/ antagonist view on each idea
- Honor deadlines ... avoid last minute rushes to get the task accomplished when possible
- Give me feedback & seek feedback ... two-way coaching ... we're all a work-in-process



# My Why

**"The two most important days in a person's life is the day they are born and the day they discover why" - Mark Twain**

*To be a champion for the overlooked and underserved.*

*To be a warrior for human dignity and human potential.*

*To level the playing field of opportunity for all who possess the aspiration and the grit to try.*