

BRAVE BUSINESS LEADERSHIP



Grow Competent,
Confident Leaders And
Get Great Results



JEFFREY W. FOLEY

Brigadier General, US Army (Retired)

Foreword by Ken Blanchard

PRAISE FOR *BRAVE BUSINESS LEADERSHIP*



“In BRAVE Business Leadership, General Jeff Foley makes hard truths come alive. Jeff learned bare knuckle leadership over many years in leadership positions around the world in peace and war. His insights and stories will inspire you.”

— LT GEN ROBERT L. CASLEN, JR., U.S. ARMY (RETIRED), 59TH SUPERINTENDENT OF THE UNITED STATES MILITARY ACADEMY AT WEST POINT

“Jeff has done a masterful job of distilling the US Army’s wisdom on leadership into a highly-readable book you’ll want to refer to again and again. Investing in yourself as a leader is not an option, it’s imperative.”

— MARSHALL GOLDSMITH, THINKERS 50 #1 EXECUTIVE COACH FOR 10 YEARS, AND NEW YORK TIMES #1 BESTSELLING AUTHOR OF TRIGGERS, MOJO, AND WHAT GOT YOU HERE WON’T GET YOU THERE

“Jeff Foley has provided a straightforward guide for those at all levels of leadership. It is a must read for new or aspiring leaders as well as those charged with developing the next generation of competent leaders.”

— JERRY DEMURO, CEO, BAE SYSTEMS, INC

“Jeff Foley’s BRAVE leadership principles are desperately needed in health-care and academic medicine. Implementing his methodology can have a dramatic impact on building leadership capacity across any organization. I particularly enjoyed seeing the many business stories that brought to life each element of BRAVE.”

— DAVID C. HESS, MD, DEAN OF THE MEDICAL COLLEGE OF GEORGIA AND EVP FOR MEDICAL AFFAIRS AND INTEGRATION, AUGUSTA UNIVERSITY

“The BRAVE methodology is a rubric for any organization seeking to grow their generational intelligence. Jeff goes beyond simply worrying about the workplace of the future. He focuses on creating the worker of the future—

from the inside out. If you want deeper engagement, increased loyalty and greater retention in our high-velocity and generational-shifting workplace, then BRAVE leadership is a must read.”

— MICK UKLEJA, PH.D., CO-AUTHOR *MANAGING THE MILLENNIALS: DISCOVER THE CORE COMPETENCIES FOR MANAGING TODAY’S WORKFORCE* (2ND EDITION)

“Are you looking for a leadership book that will inspire you to inspire others to the highest level of leadership? This is a how-to book by a man who has been there and done that. Read this book and you will grow as a leader and never be the same again.”

— JAMES H. BLANCHARD, RETIRED CHAIRMAN AND CEO, SYNOVIS FINANCIAL

“Organizational structures and technology will change over time, but Jeff reveals how leadership principals are constant. He successfully demonstrates how BRAVE principles can be applied to improve individual and group performance. This guide should be in every leader’s library.”

— COLONEL HERMAN E. BULLS, US ARMY (RETIRED), VICE CHAIRMAN, AMERICAS, JLL AND CORPORATE BOARD DIRECTOR

“Jeff brings out timeless principles of leadership with powerful stories from his years of military and corporate experience. Any organization looking to develop its leaders, strengthen its teams and accelerate their results will benefit from embracing the BRAVE methodology presented here.”

— PAT WILLIAMS, SENIOR VICE PRESIDENT, NBA’S ORLANDO MAGIC AND AUTHOR OF *CHARACTER CARVED IN STONE*

“Jeff Foley is the authority on taking principles from the US Army and West Point and applying them to the modern business world with step-by-step clarity.”

— DINA DWYER-OWENS, BRAND AMBASSADOR (FORMER CEO & CHAIR) NEIGHBORLY BRANDS, FORMER CHAIR OF THE INTERNATIONAL FRANCHISE ASSOCIATION

BRAVE BUSINESS LEADERSHIP



**Grow Competent,
Confident Leaders And
Get Great Results**

JEFFREY W. FOLEY

Brigadier General, US Army (Retired)

Copyright © 2019 by Jeffrey W. Foley
All rights reserved.
Printed in the United States of America.

No part of this publication may be reproduced or distributed in any form or by any means without the prior permission of the publisher. Requests for permission should be directed to permissions@indiebooksintl.com, or mailed to Permissions, Indie Books International, 2424 Vista Way, Suite 316, Oceanside, CA 92054

The opinions expressed in this book are those of the author, and do not necessarily reflect the views of the publisher or the policies of any branch of the United States Government.

Neither the publisher nor the author is engaged in rendering legal or other professional services through this book. If expert assistance is required, the services of appropriate professionals should be sought. The publisher and the author shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused directly or indirectly by the information in this publication.

Additional Copyrights and Trademark References:

The Ken Blanchard Companies® and SLII® are registered trademarks of Blanchard Training and Development, Inc. (dba The Ken Blanchard Companies)

Situational Leadership® is a registered trademark of Leadership Studies, Inc.

Everything DiSC® is a registered trademark of John Wiley & Sons, Inc. All rights reserved.

Five Behaviors of a Cohesive Team® is a registered trademark of John Wiley & Sons, Inc. All rights reserved.

Marshall Goldsmith Stakeholder Centered Coaching® is a registered trademark of PRISM LTD., Guilford, United Kingdom

One Page Business Plan® is a registered trademark of the One Page Business Plan Company. All rights reserved.

ISBN-10: 1-947480-64-2

ISBN-13: 978-1-947480-64-3

Library of Congress Control Number: 2019910053

Illustrations by Bill Wood

Photography by Luisa O'Connor

Designed by Joni McPherson, McPherson Graphics

INDIE BOOKS INTERNATIONAL, INC.
2424 VISTA WAY, SUITE 316
OCEANSIDE, CA 92054
www.indiebooksintl.com

TABLE OF CONTENTS



| | |
|---|------|
| Foreword by Ken Blanchard | xi |
| Preface | xiii |
| SECTION I: Why Competent, Confident Leaders Matter | 1 |
| Chapter 1: Leadership Challenges In The Business World | 3 |
| The Leadership Issues Facing Businesses Today | 4 |
| The Generation Discussion..... | 7 |
| The Birth Of The BRAVE Methodology..... | 9 |
| Summary..... | 10 |
| How Best To Use This Book | 12 |
| Chapter 2: The BRAVE Methodology | 13 |
| Understanding The Military Environment..... | 15 |
| The Army Investment In Training Leaders | 18 |
| My BRAVE Methodology..... | 20 |
| A BRAVE Success Story—William The New President | 24 |
| The Path Forward..... | 28 |
| Three Primary Reasons Why Business Leaders Should Consider BRAVE | 29 |
| SECTION II: How To Build BRAVE Leaders | 31 |
| Chapter 3: Be A Leader Of Character | 33 |
| Discover Yourself..... | 35 |
| Establish And Communicate Core Values | 37 |
| Live The Values..... | 39 |
| STORY: Ron Thigpen, President Of Georgia Bank And Trust, Augusta, Georgia | 42 |
| Leadership Tips—Building Competence And Confidence | 44 |

Chapter 4: Reveal And Reinforce Leader Competencies 45

 Identify Core Competencies 47

 Identify Leader Competencies 48

 Make Competencies Visible 52

STORY: Jeff Bevis, Founder And CEO Of FirstLight Home Care,
 Cincinnati, Ohio. 53

 Leadership Tips—Building Competence And Confidence 55

Chapter 5: Attack With A Leader Development Program 57

 Determine The Goals Of Your Leader Development Program 60

 Determine How You Will Accomplish The Goals 61

 Execute And Sustain The Program 65

STORY: Jeff Rowe, CEO Of Hydro Systems, Cincinnati, Ohio 67

 Leadership Tips—Building Competence And Confidence 69

Chapter 6: Value Coaching Excellence 71

 Establish A Standard Approach To Coaching Sessions 76

 Establish Agreed-Upon Goals And Strategies To Achieve 79

 Enforce Accountability By Assessing Performance 81

STORY: Giff Daughtridge, GM, Nucor Steel, Hertford,
 South Carolina 86

 Leadership Tips—Building Competence And Confidence 89

Chapter 7: Embrace Trusted Relationships 91

 Know and Care for Your People 94

 Exercise Humility 97

 Spend Quality Time With Your People Outside Of Work 97

STORY: Roslyn Marshall, Senior Nurse Manager, AU Health at
 Augusta University, Augusta, Georgia. 99

 Leadership Tips—Building Competence And Confidence 101

Section III: The Value Of BRAVE Cultures 103

Chapter 8: Strategic Cultures 105

 The US Army Strategic Culture 106

| | |
|--|-----|
| BRAVE Leaders Contribute to Building Winning Strategic Cultures | 107 |
| STORY: Bob McDonald: Strategic Culture At Procter & Gamble Company And Veterans Affairs | 108 |
| Chapter 9: Boots-On-The-Ground Cultures | 115 |
| The US Army Boots-On-The-Ground Culture | 115 |
| Toxic Leadership Environments | 118 |
| BRAVE Leaders Contribute To Building Winning Business Boots-On-The-Ground Cultures | 119 |
| STORY: Jeff Annis, cofounder, Advanced Services, Inc, Augusta, Georgia. | 120 |
| Chapter 10: Your Leadership Legacy And Looking To The Future . . | 123 |
| My Legacy | 126 |
| Looking To The Future | 126 |
| Appendix A: Assessment For Developing BRAVE Leaders | 129 |
| Appendix B: Boy Scouts Of America Scout Oath And Scout Law | 135 |
| Appendix C: United States Army Seven Core Values | 137 |
| Appendix D: Sample Action Plan. | 141 |
| Appendix E: The After-Action Review | 143 |
| Appendix F: Military Decision-Making Process—For Business | 147 |
| Appendix G: Recommended Reading | 155 |
| Acknowledgments | 161 |
| About The Author | 165 |
| Works Cited. | 167 |
| Category Index | 173 |
| Index | 177 |

CHAPTER 1



Leadership Challenges In The Business World

*O say does that star-spangled banner yet wave
O'er the land of the free and the home of the brave?*

"THE STAR-SPANGLED BANNER" BY FRANCIS SCOTT KEY

When I reflect back on the real catalyst of my leadership development, it clearly began at Camp Red Cloud in the town of Uijeongbu, South Korea. It was July 1983. I had the privilege of being selected to command an army company of 220 soldiers. I was a captain, five years out of graduation from the United States Military Academy at West Point. My goal was simply to succeed.

The challenges were many. It was a high-risk job with a critical wartime mission thirty-five miles from the demilitarized zone separating North Korea and South Korea. I had never been in charge of so many troops with so much responsibility and authority. I had to deal with good and not-so-good bosses, causing me to rely on my own core values. I was concerned about failure. I wondered if I had all the right skills to make good decisions. Would I be an effective coach for my new lieutenants and other senior leaders? Would I be able to develop mutual trust quickly with my superiors, my team of leaders, and the soldiers? My boss was two hours away, so I was on my own in many ways and not very comfortable asking for help.

I had to recommit myself to learning about leadership. Values, leadership skills, coaching and developing others, and building trust all became monumental tasks that I had to address. Over the course of the year, I am happy to report that we achieved success. While I did not know it at the time, the BRAVE methodology for growing competence and confidence in my ability to lead was taking shape. What I also came to realize that year was the army was the right place for me.

This book is intended as a guide to help business leaders grow competence and confidence to achieve greater results. This book is not about military strategy or tactics, doctrine, or operational planning. It does not address business objectives, budget planning, or sales strategies. It is entirely about inspiring a call to action to develop leaders at all levels. Outstanding performance does not happen by accident.

The Leadership Issues Facing Businesses Today

The research is clear: CEOs and business owners today are facing enormous challenges in developing the leadership necessary to position their organizations for future success.

Development Dimensions International (DDI), a global leader in the leadership development industry, reports, “Strategy is nothing without effective leaders to execute.” In a 2018 survey of 1000 C-level executives worldwide, the top two issues they face in the coming year were developing “next gen” leaders and failure to attract/retain top talent. These same two issues placed in the top five in 2016 and 2017, as well.¹

Based on comprehensive research by the Human Capital Institute and UNC Kenan-Flagler Business School, 85 percent of organizations sur-

¹ Ray, Rebecca L. “For CEOs, It’s Still About Developing Leaders: Strategy Is Nothing Without Effective Leaders to Execute.” Development Dimensions International. 2018. Accessed February 19, 2019. https://www.ddiworld.com/DDI/media/trend-research/glf2018/global-leadership-forecast-2018_au-nz_leaders-at-the-core.pdf.

veyed agree that there is an urgent need to accelerate the development of its leaders.²

According to a comprehensive study by the Center for Creative Leadership, the top leadership challenges facing organizations around the world include:

1. **Developing managerial effectiveness** is the challenge of developing the relevant skills—such as time management, prioritization, strategic thinking, decision-making, and getting up to speed with the job—to be more effective at work.
2. **Inspiring others** is the challenge of inspiring or motivating others to ensure they're satisfied with their jobs and working smarter.
3. **Developing employees** is the challenge of developing others, including mentoring and coaching.
4. **Leading a team** is the challenge of team-building, team development, and team management. Specific challenges include how to instill pride, how to provide support, how to lead a big team, and what to do when taking over a new team.³

The environment in which business leaders find themselves today continues to evolve, especially in the world of technology. Change happens faster, information is more available than ever, and transparency is the norm. Competition is tough in just about every industry. Some pains remain at the top of many lists: inability to attract and retain top talent, lack of accountability, lack of courage to make tough decisions,

² Human Capital Institute. "How to Accelerate Leadership Development." UNC Kenan-Flagler Business School. 2014. Accessed February 19, 2019. <https://www.kenan-flagler.unc.edu/-/media/Files/documents/executive-development/unc-webcast-accelerate-leadership-development-deck.pdf>.

³ "The Top 6 Leadership Challenges Around the World." Center for Creative Leadership, 2017. Accessed February 19, 2019. <https://www.ccl.org/articles/leading-effectively-articles/top-6-leadership-challenges/>.

lack of employee engagement, unethical and inappropriate conduct, and lack of trust. Vast knowledge and experience will disappear when the baby boomers begin retiring in large numbers in the coming years.

Many corporate leaders also perpetuate a profit-first mentality that often trumps focused efforts to develop other leaders. Measuring what results are achieved is clearly a critical task, but measuring how those results are achieved cannot be ignored.

According to Gallup studies, over the past twenty years, employee engagement has been one of the most important factors affecting profitability, productivity, quality, turnover, and safety. Bad managers cost business billions of dollars every year, their research shows. Managers who have the knowledge, experience, and skills to be effective makes a significant difference in achieving an engaged workforce. Specifically, Gallup concludes that great managers possess five talents:

1. They motivate every single employee to take action, and they engage employees with a compelling mission and vision.
2. They have the assertiveness to drive outcomes and the ability to overcome adversity and resistance.
3. They create a culture of clear accountability.
4. They build relationships that create trust, open dialogue, and full transparency.
5. They make decisions based on productivity, not politics.⁴

The best executives and business leaders want to achieve sustained, long-term success. They want to maintain a reputation of providing quality products and services as well as to be good partners in the communities they serve. They want to reward their shareholders and stakeholders. These traits are no different than those of leaders in the army.

⁴ Beck, Randall, and Jim Harter. "Why Great Managers Are So Rare." Gallup.com, March 25, 2014. Accessed February 22, 2019. <https://news.gallup.com/businessjournal/167975/why-great-managers-rare.aspx>.

The requirement for trust between leaders and their people remains one of the most important priorities for corporate leaders. Establishing a culture of learning centered around core values that drive behaviors is of paramount importance to establishing mutual trust. The need to develop people in their ability to lead, to build bench strength, to identify high-potential performers, and to increase levels of individual and team performance are all important.

There are huge gaps, however, in the business world when it comes to developing leaders. In many highly technical fields like health care and engineering, leadership is often omitted entirely in the curriculum of study and preparation. According to research by Zenger Folkman, the average leader in the business world does not receive leadership training until ten years *after* they first began supervising others.⁵ Another study by CEB (Gartner) Learning and Development Roundtable highlighted that 60 percent of frontline managers underperform during the first two years.⁶ These two data points are interesting and *discouraging*.

The Generation Discussion

Some fundamental leadership competencies never become obsolete. They have been constants in the army and business world. They are generation-independent. That is why some leadership books remain perennial bestsellers. Examples of these fundamentals include the need to build trust, to inspire, to hold people accountable, and to become good decision makers. With the growth of the millennial generation and their successors, these fundamentals will remain constant. What needs to evolve, however, is how best to achieve and implement these qualities. That is why understanding generational differences is important.

⁵ Zenger, Jack. "Are You Starting Too Late? A Head Start on the Path to Extraordinary." ZengerFolkman.com. Accessed 2014. <http://zengerfolkman.com/wp-content/uploads/2013/03/Leadership-Development-Are-You-Starting-Too-Late.pdf>.

⁶ Thorn, Chantal. "3 (Not So Secret) Secrets to Designing Effective Leadership Development Programs." D2L.com. Accessed 2017. <https://www.d2l.com/enterprise/blog/3-not-secret-secrets-designing-effective-leadership-development-programs/>

Millennials are the most knowledgeable of all generations. In the book *Managing the Millennials*, the authors conclude the millennial generation of people work, think, and set priorities differently than previous generations.⁷ They also have a different set of intrinsic values: work-life balance, reward, self-expression, attention, achievement, informality, simplicity, multitasking, and meaning. Leaders who want to attract and retain millennials must be aware of these intrinsic values.

A common trend in today's workforce is frequent moving from job to job, without loyalty to any particular company. Without a proven method to attract and develop leaders, the current nomadic nature of the workforce will wreak havoc on organizations.

A survey of millennials merits consideration as well. In 2016, Deloitte surveyed over 7,000 millennials from twenty-nine countries about their views on and experiences in the workforce. Seventy-one percent of those likely to leave their current jobs in the next two years reported being unhappy with how their leadership skills were being developed. Those likely to remain longest in their current position shared their organization's values, were more satisfied with a sense of purpose beyond financial success, reported that use was made of their skills, and said their professional development was a priority. Millennials in senior management would prefer a greater sense of purpose around "being the best possible place to work."⁸

One keen insight into how businesses maximize human potential is highlighted by the annual "Great Places to Work" survey published by *Fortune* magazine. Companies are measured on executive team effec-

⁷ Espinoza, Chip, and Mick Ukleja. *Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce*. John Wiley & Sons, Inc., 2016.

⁸ Deloitte Touche Tohmatsu Limited. "The 2016 Deloitte Millennial Survey: Winning Over the Next Generation of Leaders." Deloitte.com. Accessed February 21, 2019. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millennial-survey-2016-exec-summary.pdf>.

tiveness, innovation, people-focused programs, level of trust, credible and respectful leadership, pride in the work, and camaraderie.⁹

The Birth Of The BRAVE Methodology

Upon graduation from West Point, I was assigned as a platoon leader, responsible for the training and welfare of fifty soldiers, twenty-five vehicles, and several millions of dollars in communications systems. Over the next thirty years, I progressed through the ranks up to the executive level of the army. Each assignment carried increased responsibilities over all aspects of running an organization, to include but not limited to personnel systems and accountability, intelligence and security, training, operations, planning, maintenance, logistics, and managing the budget. I found that I had to recommit myself to the army and update my focused goals for each assignment. While my time as a captain at Camp Red Cloud served as the real catalyst for my growth, every year of my service built upon that experience.

My guide is based on the word BRAVE, derived from my thirty-two years of experience in the army. Each letter of the word BRAVE represents a key element of what I believe it takes to become a competent, confident leader. BRAVE serves as a roadmap for those genuinely interested in growing themselves and the people they lead. It is summarized below, with discussion and stories highlighting the implementation of each element throughout the rest of the book.

- **B**e a leader of character
- **R**eveal and reinforce leader competencies
- **A**ttack with a leader development program
- **V**alue coaching excellence
- **E**mbrace trusted relationships

⁹ "100 Best Companies to Work For." Fortune. Accessed December 11, 2018. <http://fortune.com/best-companies/>.

Summary

The US Army, founded on June 14, 1775, is older than the United States. It is one of our nation's longest-running organizations. It also serves as a fascinating laboratory in the study of organizational leadership. While the army provides a powerful leadership development process, the burden of execution rests with leaders at all levels to serve their people. Military leaders must be committed to continuous learning themselves and effective coaching of others to maximize the growth of their people.

Once you have been on a high-performing team, you never lose your hunger for it. The BRAVE approach is designed to help you get there.

Why BRAVE? Francis Scott Key is the author of the famous words “the land of the free and the home of the brave.” He wrote those words in 1814, and since 1931, they have been sung as the national anthem of the United States. The army and its sister services, since their birth, have distinguished themselves through filling their ranks with brave men and women. Being a great leader takes courage. It takes bravery. The word *brave* also highlights the warrior ethos: the special spirit of being a soldier.

In the next chapter, BRAVE is introduced with a compelling story of how it impacted one business leader. Section II of this book shares a comprehensive description of the BRAVE methodology. Section III covers how the BRAVE methodology can contribute to building your organizational culture.

Sharing the BRAVE methodology to help develop leaders has become my life's work.

How Best To Use This Book

This book is intended as a guide to help business leaders grow themselves and become more effective in creating high-performing organizations. It is a call to action. To get the most out of this book:

- Commit to becoming the best leader you can be—get your head in the game.
- Read the entire book first, including the appendices, to get a good feel for the significant challenges facing business leaders and the solutions offered.
- Reread each of the BRAVE chapters with a focus on the Leadership Tips at the end of each chapter, which serve as a guide to how to achieve success.
- Perform an individual assessment of your state of development based on BRAVE, found in Appendix A.
- Based on your assessment, develop a personal action plan that identifies with precision what you will do, when you will complete it, and what assistance or resources are needed for success.
- Assess your performance based on your action plan and modify your actions accordingly.
- Review this book periodically to get refreshed and re-inspired.
- Find time for quiet reflection on your leadership journey and on how the BRAVE guide can best serve you and your leadership team.

Enjoy your journey.