

CHAPTER 1: It Does Matter

NARRATIVE: No, My Dear. You Have A Leadership Dilemma

**PROTAGONIST: Marilyn Renee Mason-Lee, MBA, Manager (GS-14)
Federal Government Agency**

STORYLINE: Marilyn is a senior and successful manager working for a Federal Government Agency in the District of Columbia. Anticipating the opportunity to earn a job grade increase, she applies for a new leadership role within her Agency. Marilyn was not surprised that she was selected for the new position based on her years of management experience and her knowledge of internal operations. After a year of constant organizational turmoil, she now feels lonely, defeated and like a loser. During breakfast with an old friend and long-time mentor she shares her current office dilemma. To her surprise, Marilyn learns that the employee and organizational battles she's now facing seem to be mostly "self-inflicted" and related to her not understanding the difference between being a "Leader" and being a "Manager".

CHAPTER 2: What You Do Becomes Who You Are

NARRATIVE: I Thought They Really Knew Me

PROTAGONIST: Mark Ashford, MBA, PMP, Corporate Manager of Project Management

STORYLINE: Mark is one of forty-five managers attending a five-day Senior Leadership Development Program in San Diego offered by the Creative Leadership Academy. He was confident when he arrived that his leadership skills were well-known and respected by his superiors and the entire organization back home. He expected to enjoy watching the other attendee's faces drop in disbelief as they received the feedback from their 360-degree Leadership Assessments. However, Mark is surprised when his "letters from home" indicate that the leadership skills that helped him to be successful as a Senior Project Manager were insufficient for his new role as a Senior Functional Manager. His actions during the first months on the new job did not reflect those of the leader he thought he was.

CHAPTER 3: Where You Spend Your Time Is Not Your Choice

NARRATIVE: I Was Born To Do This

PROTAGONIST: CeCe Lee, PhD, Art Teacher, Small Business Owner

STORYLINE: CeCe grew up spending a lot of time with her Dad in the family custom furniture business. She loved the idea of reproducing antique furniture so much that she graduated from the University of Arizona with a PhD in Art History. After graduation, her Dad asked her to become a part of the store's leadership team and one-day run the family business. With great design skills and no confidence in herself as a leader and running a business, CeCe takes on the challenge to be an apprentice in her Dad's business. The goal is to find out if she has what it takes. Somewhat to her surprise, she easily learns some important lessons about leading a small business. She also receives some valuable advice from her Dad regarding how, as a leader, she should spend her time within the organization. This special piece of advice played a key role in her successfully taking over the family business and convincing herself that she does have what it takes.

CHAPTER 4: The Cards You Play Will Determine Who Wins

NARRATIVE: I Simply Played The Cards I Was Dealt

PROTAGONIST: Sara Hornbill, CEO, Walbash International, Multi-National Specialty Products Company

STORYLINE: Sara takes the unusual action to summon Alex Vanberry, one of her star General Managers, to travel from his store location in Lisbon to join her at the corporate office in New York City. She wants to gain a personal understanding of how he had accomplished an amazing turn-around by revamping a failing specialty products store location. It was a store that was on Sara's radar to close due to poor performance. Alex agreed to take on the new management challenge understanding that he could take only two of his current management team members with him to Portugal. Sara wanted to get the "skinny" on how the turn-around was accomplished. She also was extremely interested in determining if Alex's amazing feat could be replicated within other Walbash International locations in the European Union. After listening to Alex's thoughtful responses to a set of specific questions, Sara was not surprised that replicating the feat requires more than just being a good General Manager.

CHAPTER 5: Being Present With Your Presence

NARRATIVE: An Astonishing Lack Of Leadership Presence

PROTAGONIST: Anthony Jerome McAdoo, 30-year Corporate Retiree and Leadership Development Consultant

STORYLINE: Anthony recently retired as the Head of Data Center Management for the Capital Cargo Bank. While attending an Executive Leadership Conference in his new role as a Leadership Development Consultant, he surprisingly meets Ralph Dean, the new President of the Capital Cargo Bank. AJ — as he likes to be called — had dinner with Ralph that evening. As a result of their conversation; he left the conference with a new consulting engagement reporting directly to Ralph. He had a week to fly down to Capital Cargo's Charlotte Data Center and see if he could determine why the Bank had recently experienced multiple outages of their online banking systems. The problem had been traced back to the Charlotte Data Center. But, after multiple prior attempts, Ralph could not get an explanation that would "hold water" and was suitable to be presented to his Board of Directors during an upcoming meeting. What AJ found and reported back to Ralph a week later was not a real surprise. However, the degree of leadership "absence" in the Charlotte Data Center was astonishing.

CHAPTER 6: Empathy Pays Big Dividends

NARRATIVE: I Didn't Expect This

PROTAGONIST: Rebecca Bushman, MBA, Regional Vice President, Roland Pharmaceuticals

STORYLINE: Rebecca leaves her Sales Management position with a major wholesale distributor and joins Roland Pharmaceuticals. Roland was a new start-up company owned by Bob and Jennifer Roland. They were a nice, entrepreneurial-minded couple that Rebecca befriended while working on her MBA at Denver College. In short order, Rebecca became a Regional Vice President. She and three other Regional

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Vice Presidents were challenged with the need to achieve their assigned annual sales quotas to help ensure that Roland Pharmaceuticals was in the financial position to successfully execute its plan to go public via an IPO the following spring. As fate would have it, all three of Rebecca's top Sales Representatives are simultaneously beset with health, family and personal challenges. In the end, the question would become, "Could Rebecca generate and wrap the proper amount of empathy around this leadership dilemma and achieve her Region's sales commitment to Bob and Jennifer?"

CHAPTER 7: Success Happens When You Leave The Room

NARRATIVE: Now, It Makes Sense

PROTAGONIST: Celestina Rodriguez, BA, MA, Chief of Police, City of Phoenix

STORYLINE: Celestina's Mother was six feet tall. Her Father was six feet five. As an only child, Celestina was gifted with her grandmother's height of only five feet four. However, today she finds herself sitting on a stage waiting to hear her name called and to take the oath to become the first female Chief of Police for a major U.S. Metropolitan area. In her response to the question, "how did you get here," she shares an insightful chronological breakdown of the "stops" along the way and the "leadership growth" that was required of her to pull it off. In the end, it was something that her Father told her years earlier – about being a leader – that was a major factor in her life's success and for her earning the opportunity to be selected as Phoenix's new Chief of Police.

CHAPTER 8: Winning The Battles Doesn't Always Win The War

NARRATIVE: The Trees Got Me

PROTAGONIST: Larry Dean, Lead Supervisor, Miracle Mile Aerospace

STORYLINE: Larry finds herself sitting in his home office updating his resume. He had recently lost his job as a Lead Supervisor at Miracle Mile Aerospace. Six months earlier, he was on a roll doing what she thought was being asked of him as a responsible department leader. The successful implementation of the new SAMP initiative within his department would have most likely earned him a promotion and a much-needed salary increase. However, today, as Larry painfully reflects upon how he landed in this dreadful situation, he now clearly sees "what he did" and "what he didn't do". He is now constantly reminded of a factor that is critical to the establishment of department-level "goals", "strategy" and "tactics" within any organization. It is a factor that should never be ignored. He is also reminded that the consequences of leaders "winning the wrong battles" internally can be devastating for themselves and their organizations.

CHAPTER 9: Trust Is Earned And Lost Prior To Becoming Visible

NARRATIVE: I Only Needed To Be Like Mike

PROTAGONIST: Charlie Yang, President and CEO, The Better Way Foundation

STORYLINE: About five years ago, The Better Way Foundation lost their President, CEO and Founder, Michael (Mike) Monahan, due to a long illness. Mike was viewed as a "trusted" leader and was respected by the entire organization. A year later,

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Charlie Yang joined the Better Way as only the second Chief Executive in the history of the twenty-five-year-old organization. After four years as the organization's leader, Charlie was viewed as the "second coming of Mike" and rewarded with a second, four-year employment agreement. Then, he decided to make some major changes to the Better Way's leadership approach and business strategy. The well-intended efforts resulted in Charlie losing the trust of the entire organization. A long-time member of the Better Way's Board of Directors, who was on the Board when Charlie was first hired, shares how it all started and what Charlie had to do to retain his job as the Better Way Foundation's President and CEO.

CHAPTER 10: Ignorance Is The Enemy Of Good Decisions

NARRATIVE: I Should Have Known

PROTAGONIST: Julie Juliet, MSEE, Ph.D., President and CEO, Robotex, Inc.

STORYLINE: An "idea" that Julie Juliet had, as a young girl, to help Patient Care Assistants perform their jobs in a safer manner is what drove Julie to earn a Ph.D. in Robotics. This focused drive and tenacity, eventually earned her the position of President and CEO of an \$800M privately held company. Eight years after being one of the four founders of Robotex, she was charged with doing what was necessary to take the company public via an IPO. As a part of the process, the Robotex Board of Directors hired an independent investigator to perform a "due diligence" review of the company. The review included all aspects of the company's operations, including the background of Robotex's senior management team. Following the review, Julie began to discover that, even though she had significantly developed her executive leadership skills, she had missed a vital executive skill — sound decision-making. The independent investigation unveiled three poor decisions that Julie made over the previous eight years that would unfortunately torpedo the company's IPO and alter its future.