



The University of Texas at Dallas  
Naveen Jindal School of Management

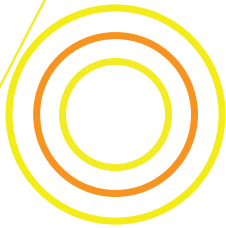
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# Lessons in Leadership

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The University of Texas at Dallas Naveen Jindal School of Management alumni and deans share their insights into what makes an effective leader.



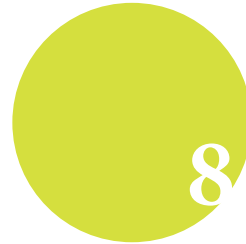
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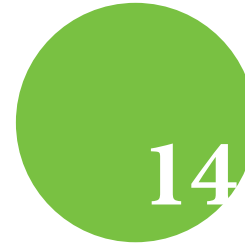
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**INTRODUCTION**



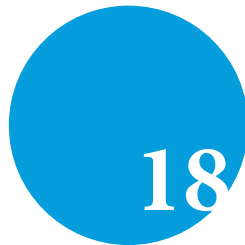
**LEADERSHIP**  
by Action



**LEADERSHIP**  
through Communication



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VEEN JINDAL  
OF MANAGEMENT

LOADING ZONE

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# Introduction

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**T**housands of lessons are taught in the Naveen Jindal School of Management classrooms. But none of these lessons will make as deep an impact as those learned while working in the real world. Jindal School alumni are pursuing careers in high tech and retail; construction and medicine; transportation and education; energy and manufacturing. The *Lessons in Leadership* they have learned transcend industry and time. Their ideas on leadership are diverse, articulate and relevant.

This collection of leadership wisdom marks the 40th anniversary of The University of Texas at Dallas Naveen Jindal School of Management. These *Lessons in Leadership* from Jindal School alumni and deans distill their experiences into a few words and sentences, yet each view represents a lifetime of work to accomplish. It is a challenge for all of us to embrace for the next 40 years.







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# Leadership by Action

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“  
Leading by  
example  
makes an  
effective leader.

~ Naveen Jindal MBA'92

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Effective leaders typically have the boilerplate qualities including being a strong communicator, having confidence, a positive attitude, commitment and the ability to delegate. However, these qualities alone certainly won't make you a great or even a good leader. The leaders I've really been impressed with possess integrity, the ability to inspire, passion, emotional intelligence, curiosity, empathy and a sense of humor.

~ Matthew Thompson BS'12

What would you do if you could not fail? Calculate the risk then do it!

~ David Holmberg EMBA'00

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To be effective, I believe you need to be able to adapt quickly and be knowledgeable. The world is constantly changing. You need to move with the times and gain the breadth of knowledge that is needed to become a teacher instead of a student.

~ Randall Tan BS'13

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A person who is able to set clear goals and marshal the support and resources to accomplish them. In some instances, that may mean leading by example, and in other instances, it requires attracting the necessary talent to assist in execution.

~ Bate Bate MBA'03

*A leader knows that his or her organization must have distinct goals in place, and also a defined set of actions which will move it toward these goals. An absolute prerequisite is the leader's capacity to forge the conviction pervasively throughout the organization that he or she is always keenly aware of the concerns of the people who must perform the actions and attain the goals.*

~ Former Dean Paul Gaddis

*My definition first starts with the definition of leadership. Leadership is a lost art. Leaders lead us, not to a place, but to our better, truer version of ourselves. When I see an effective leader, it means I see that they are taking me somewhere new, and I want to follow.*

*~ Shakeya McDow IAEP Cert.'06*

Be engaged and lead by example. Through your actions show that you are committed to working side by side with your team and are equally invested in their success.

*~ Steven Nelson MBA'89*

• I believe the most effective managers lead by example and work alongside their employees. Leaders who are actively involved in all areas of the business are well-respected and receive more support from employees. I also believe effective leaders value meaningful relationships with employees and support opportunities for professional growth. In my own experience at PwC, my managers encouraged me when I transitioned from audit to the deals practice. I also encourage my employees to pursue meaningful opportunities to expand and further their careers.

*~ Gary Tillett BS'82*



First, the basics: Someone who is a hard worker, smart, driven, intuitive; then, someone who puts others first, someone who is a servant leader. By definition, a true leader is someone who people want to follow, who inspires you and helps you to be a better you. I'd also add that humor is a big plus. Don't you want to follow someone who makes a difference *and* has some fun along the way?

~ Heidi Rasmussen BS'91

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I found that a key to success was to ‘Never confuse effort with results.’

~ Carter Pate MS'03

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The key to being an effective leader is having integrity, having a positive attitude and being a good listener and communicator with the skills to inspire others with decisive actions.

~ Ashok Mago EMBA'99

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I think the usual traits—honesty, effective communication, etc.—are obviously important, but I think that leaders truly show their effectiveness during times of crisis. So I think a crisis makes an effective leader, or at least gives them the opportunity to shine.

~ Robert Lane BA'10, BS'10, MS'12

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## Leadership through Communication

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Many people believe withholding information and knowledge will make you more effective. I believe the opposite. Sharing information and transferring knowledge will make you a far more effective and trusted leader. Remember, you don't fully accept the gift of knowledge and mentorship until you pay it forward and help others develop and grow.

~ Angelica Barriga BS'03, MBA'08

I believe humility and communication are very important qualities that all leaders should possess. Nobody has all the answers, so effective leaders know when to reach out for help, to trust the individual capabilities of their team members and to delegate accordingly. Open communication ensures everyone on the team has a clear understanding of what the project outcome should be and what their individual roles and expectations need to be.

~ Luis Ortiz BA'06, MBA'10





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# Leadership by Listening

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Someone  
who  
listens.

~ Connie Perdue MS'81



*Never stop learning. No matter how much you think you know, you can always learn more from your people, your peers, your mentors and your competition.*

~ Kevin Ryan MBA'95

Good leadership skills begin with effective listening and a solid understanding and respect for different types of people and their personalities. Good leaders listen to others' ideas and empower them to turn those ideas into reality.

~ Susan Kassen MBA'00

Listening and continual practice of self-evaluation are critical to effective leadership. Have confidence, but never overestimate what you know. And always strive to know what you do not know, then find out.

~ Darla Ripley EMBA'97



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I believe that an effective leader must know when to speak and when to listen.

~ Corey Egan MBA'10

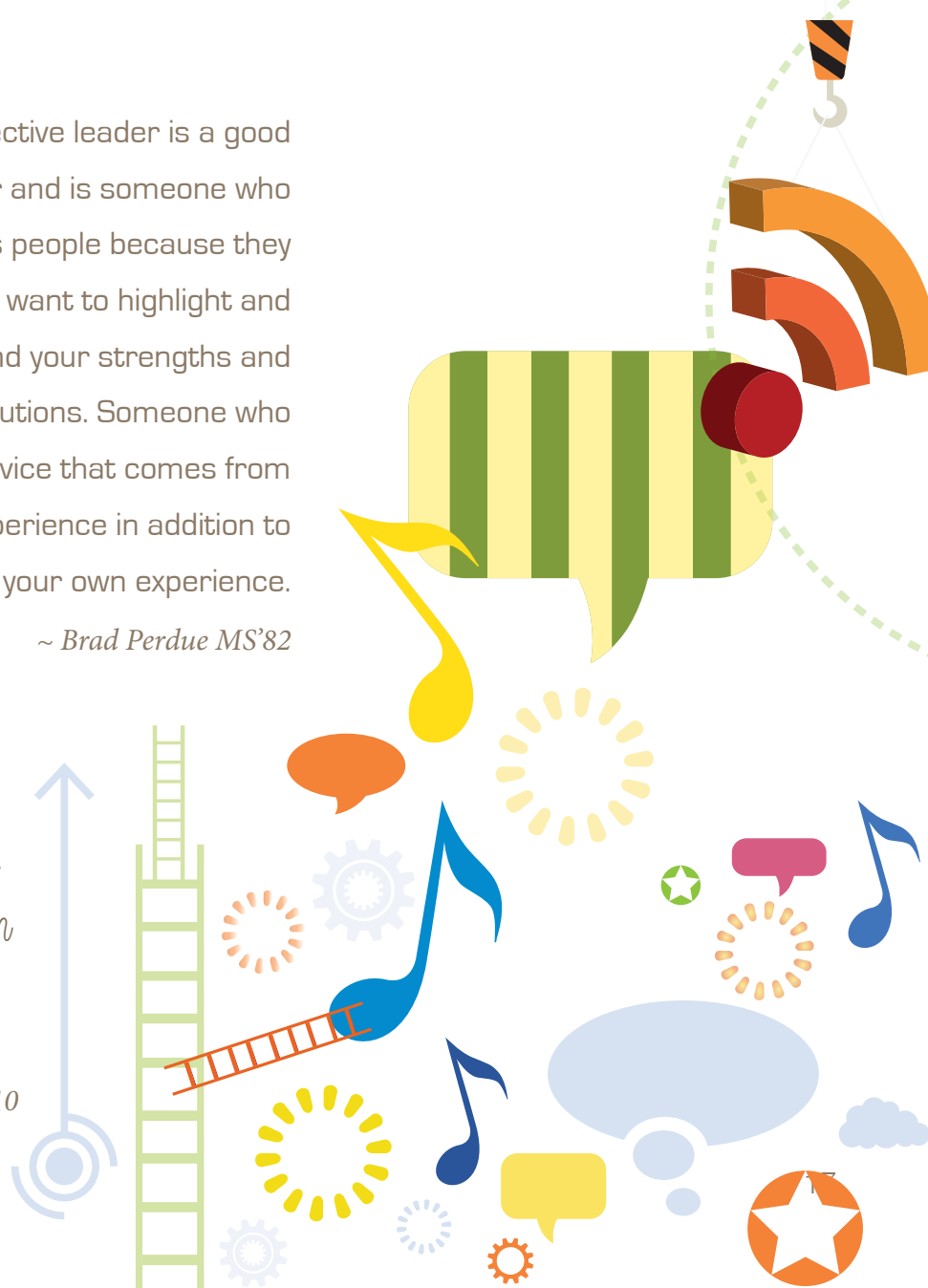
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*An effective leader is passionate about their work, receptive to constructive criticism from peers and employees, is a good listener and accepts different ideas and perspectives.*

~ Caitlin Perdue BS'10

An effective leader is a good listener and is someone who motivates people because they care and want to highlight and defend your strengths and contributions. Someone who provides advice that comes from a unique experience in addition to your own experience.

~ Brad Perdue MS'82





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An effective leader looks out for the best interests of others and the team as a whole, before himself or herself. Humility, compassion, consistency, patience — but mostly humility.

~ David Smithen MBA'05

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## Leadership through Teamwork


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An effective leader moves others forward together, ensuring the team is greater than the sum of its parts. The progress should be both toward the company's business goals and the team members' professional development. I have always appreciated leaders who challenge me to achieve goals that seem almost impossible while encouraging me to grow. Those are the leaders I have learned from and measure myself against.

~ Gerald Youngblood MBA'10

I have found the most effective leaders place the well-being of others and their organization above any short-term goal or personal gain. A leader who demonstrates such passion for his or her followers eliminates distrust and acts of self-preservation and inspires others to use their discretionary time and energy.

~ Jonathan Seyoum MBA'03



First and foremost, you have to recognize that you don't get anywhere alone. Success is a team sport, not one for individual contributors. Next, since you can't get anywhere alone, you better take care of the people who are with you. You, as the leader, are in charge of making them successful. Make them successful and you by default become successful. Celebrate the team success. Make a big stinking deal of it. Allow them to make mistakes, just make sure everyone learns from it and moves on. Anyone can "fumble the football." I've seen Emmitt Smith drop a ball or two. He's still in the Hall of Fame. He's still a winner. Listen a lot more than you talk.

*~ Capt. Chris Hampton, USN, Retired, MBA'11*



*A leader needs technical skills but also soft skills (emotional intelligence). You should jump at a chance to lead a small group—leadership can be improved with practice. Also, you must be able to work in teams. Today's challenges are too complex to be solved by an individual.*

*~ Larry Chasteen MA'84, PhD'03*

• **Effective leaders “lead from behind.”**  
• **They set the tone of teamwork by participating and helping with the grunt work, if needed. More importantly, they enable members of their team to become future leaders.**

*~ Giulia Ippolito Lane BS'09*

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**Effective leaders mentor others and invest in their development.**

*~ Phil Neighorn BA'95, MBA'01*

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There are many factors that go into making a good leader. But, if I have to pick one, I will pick loyalty to the organization and the people that make up the organization.

~ Dean Hasan Pirkul

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## Leadership by Values


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My faith teaches me that the best leaders are servant leaders. If no one wants to follow you, are you really a leader? Effective leaders build lasting relationships with those they lead. They treat others with respect and dignity, just like they would like to be treated. Leaders share in the work and go above and beyond when needed. Those they lead know the leader cares for them and is committed to helping them reach their own personal goals.

~ Randy Black BS'06

• I would say it boils down to first being the hardest-working guy in the room and not letting any task be beneath you. Second is to always be yourself and be honest. It's the only way you'll be truly happy in a leadership position.

~ Dustin Gadberry BS'07



*I believe having compassion for what you do, understanding the needs of those around you and being as knowledgeable as you can about the business you are in makes an effective leader.*

*~ Joanna Fowler BS'04, MBA'09*


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**Integrity  
and  
drive.**

*~ Thomas Hunley MS'90*

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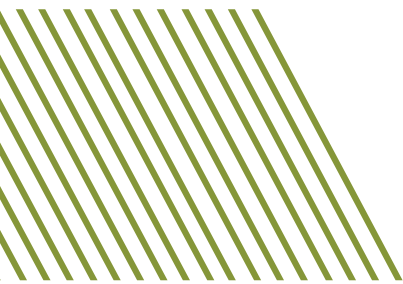
I believe that in order to be an effective leader, one must always be honest. That emphasizes my belief that in order to be successful in the business world, you must value honesty in the workplace. In order to be successful, I believe a leader in a business must be considered an honest individual by his employees and customers.



*~ Scott Birnbaum BS'84*

I would say the following traits are consistent among the best leaders: firm yet compassionate, optimistic but not naïve, strong value system and not consumed with self-interest, grounded in faith and thereby not prone to panic or overreaction.

*~ Pat McCown BS'91*



**An effective leader is someone who understands there is something and someone greater than himself or herself. If you understand that, then you have the freedom to lead, follow and to know when to get out of the way and let others take the lead.**

*~ Gigi Bryant GLEMBA'02*





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An effective leader is someone with an identified personal and professional purpose. A leader who has a clear and concise purpose will be the positive change an organization needs.

~ Saadia Sheikh BS'09

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## Leadership through Vision

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Effective followers certainly make it easier, but I believe effective leaders are able to instill vision and purpose in their people in both very personal ways and through their exceptional development of formal organizations. Effective leaders are also politically savvy, knowledgeable of the marketplace and customers and have strong interpersonal relationships to draw upon. The most effective leaders are also tireless people developers and are acutely self-aware.

~ Will McIntosh EMBA'06

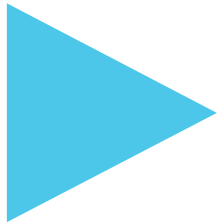
*An individual who can articulate a compelling vision and rally others to enthusiastically support it. Also, one who uses both creativity and strategy to achieve business results, while investing in personal relationships and building a collaborative team with diverse strengths.*

~ Craig Weigel MBA'03



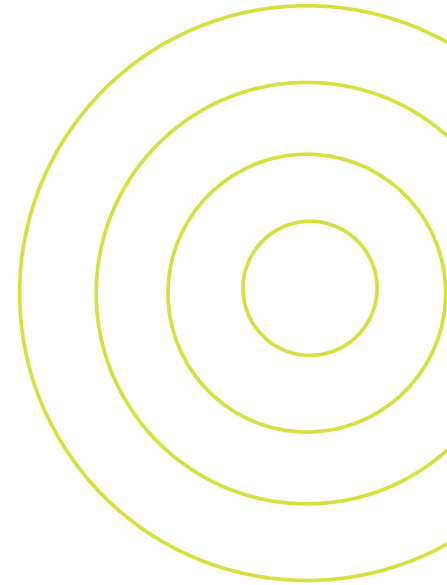
**A clear vision. An effective leader must communicate a vision in a way that is understandable to each team member. That way the team knows what they can do to contribute to the success of the venture, and the leader then confirms alignment with the vision. Ultimately people want to know they are working for more than just a paycheck.**


*~ Eugene Murray MS'03*



**Practice. An effective leader practices diplomacy. An effective leader practices serving others and serving the organization while making room for positive professional development opportunities. An effective leader practices keeping the vision in sight at all times while fulfilling the steps that are needed to turn the vision into reality.**

*~ Joshua Levy MBA'11*





*A well-thought, clearly communicated vision usually is the prerequisite to leading anyone who is worth leading. After that, gaining consensus, being able to honestly evaluate yourself and take criticism and involve people. Not to mention, a good attitude will go a long way.*


*~ David Wedemeier BS'02, MBA'05*

**To be an effective leader, you have to have vision. I believe truly successful people hear “no” a lot before they hear a single “yes.” Learn to have thick skin. Some investors have told me “no,” but that doesn’t crush me because I know my vision. I never doubted where I wanted to go, and I don’t focus on the past. It’s a noisy world out there, and you have to remain focused on what’s important to you and to your business. Do not be distracted.**

*~ Farhad Rizvi BS'11*








I'm a huge proponent of Marcus Buckingham's definition of effective leadership in his book, *The One Thing You Need to Know*. He says a leader is one who provides extreme clarity of vision, one who can inspire but at the same time articulate in great detail who we serve, how we will win, how we will measure success and what our next steps are to move forward. When leading those who are passionate about what they do, having an articulated vision and strategy will help the entire organization work together and move in the same direction effectively. People want to be inspired, and they have a deep need for clarity.

~ Shaun Robinson MBA'01



*An effective leader is someone who can articulate a vision and also influence and support others. This individual has the ability to achieve business goals in his/her own creative and strategic way. A strong leader cares about his/her people and builds the team to become collaborative and diverse.*

~ Mindy Tiu BS'14



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