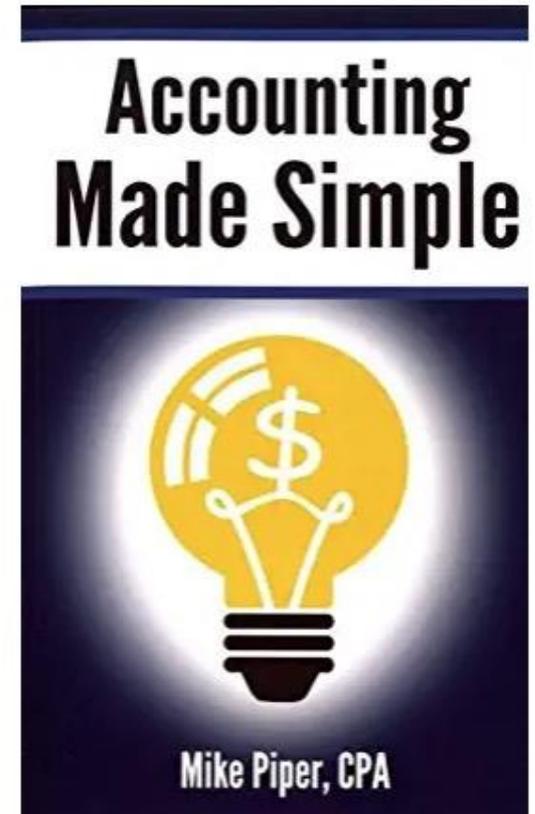
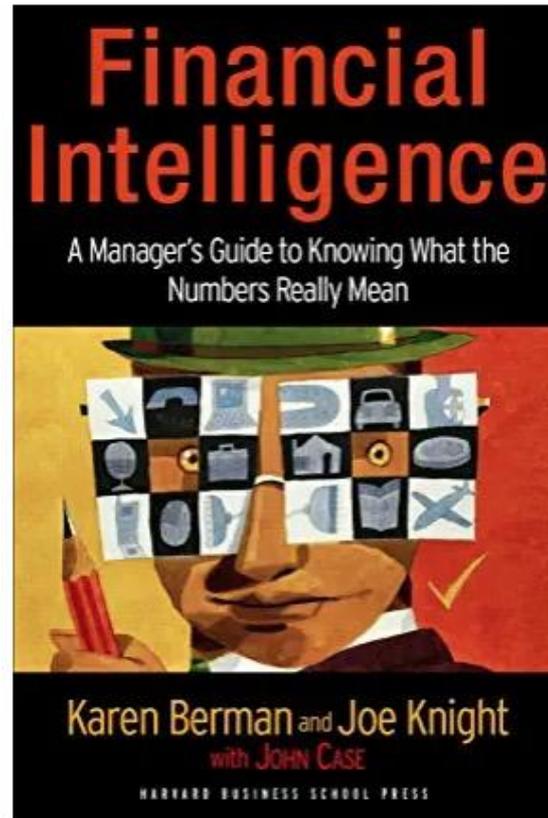
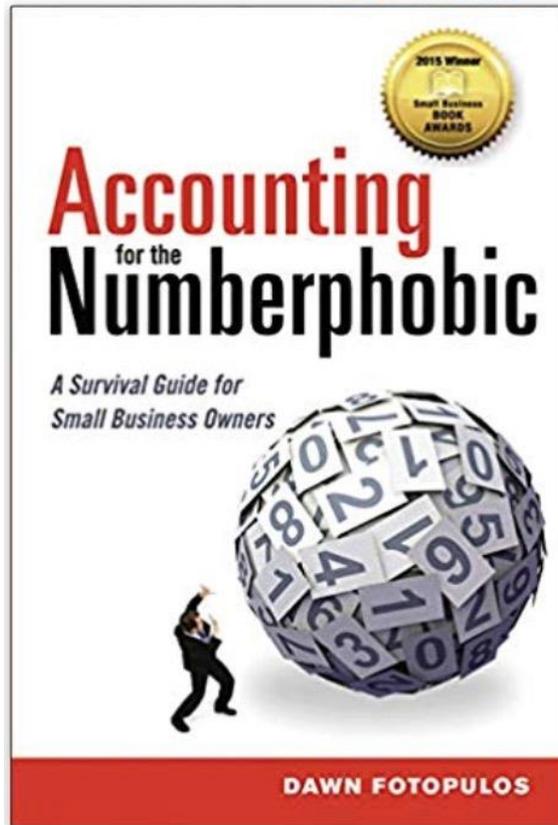


Leadership for Accountants



Darin Gerdes, Ph.D.
dgerdes@csuniv.edu
@daringerdes



FIFTH EDITION

PAUL M. COLLIER

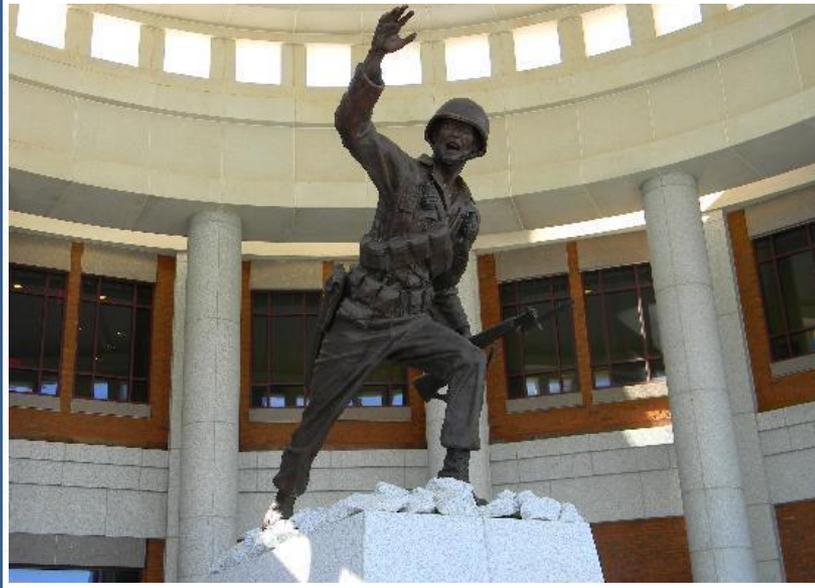
Accounting for Managers

INTERPRETING ACCOUNTING INFORMATION FOR DECISION MAKING



Leadership for Accountants

Transitioning from order to chaos



Characteristics of Accountants

- Detail-oriented
- Preference for structure
- Risk-averse
- Tend toward Introversion
- Focused on data
- Must communicate well



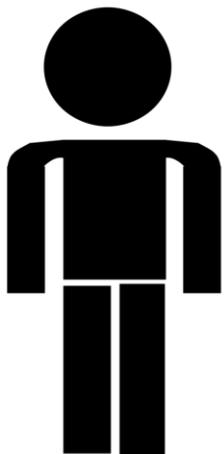
Characteristics of Leaders

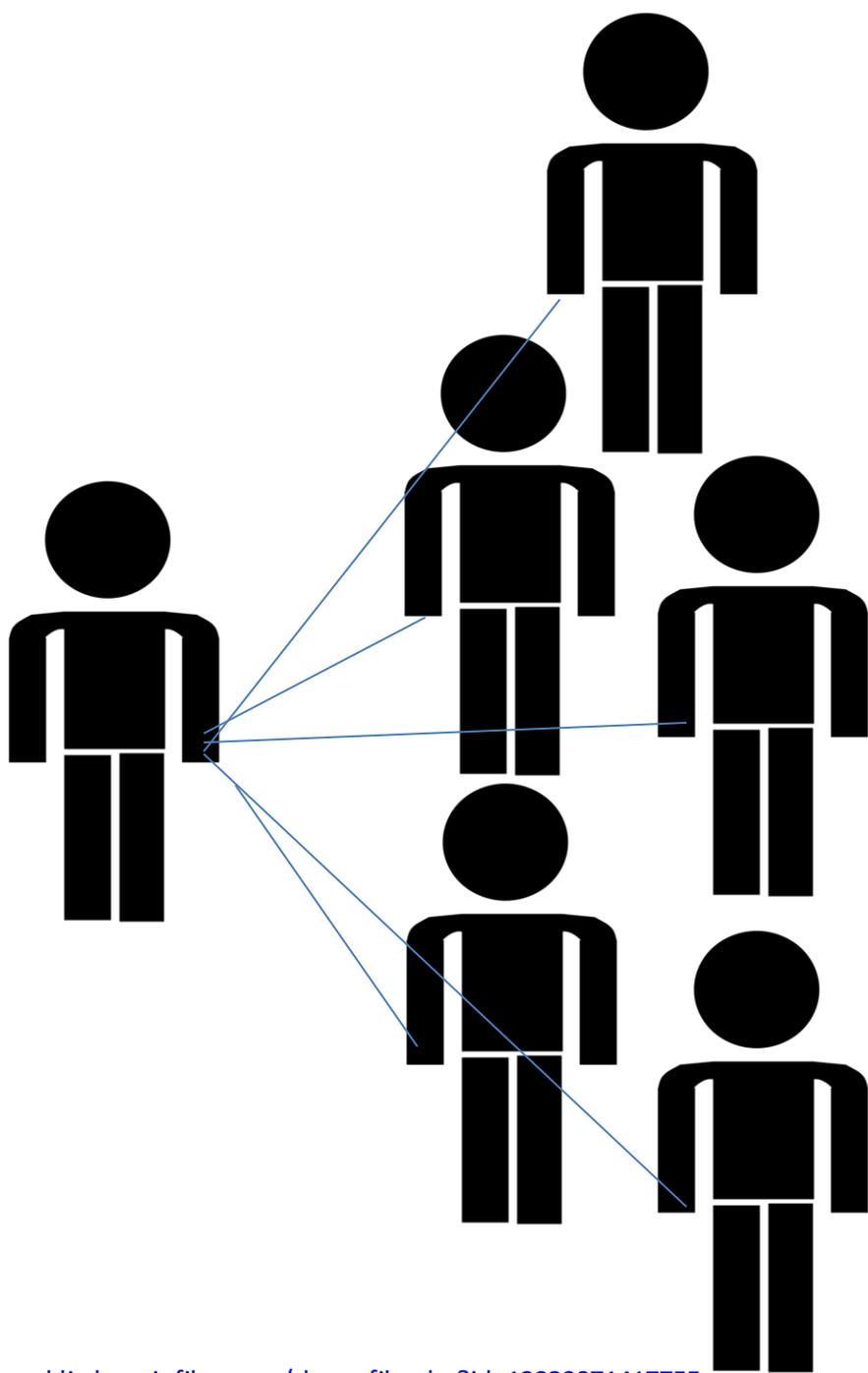


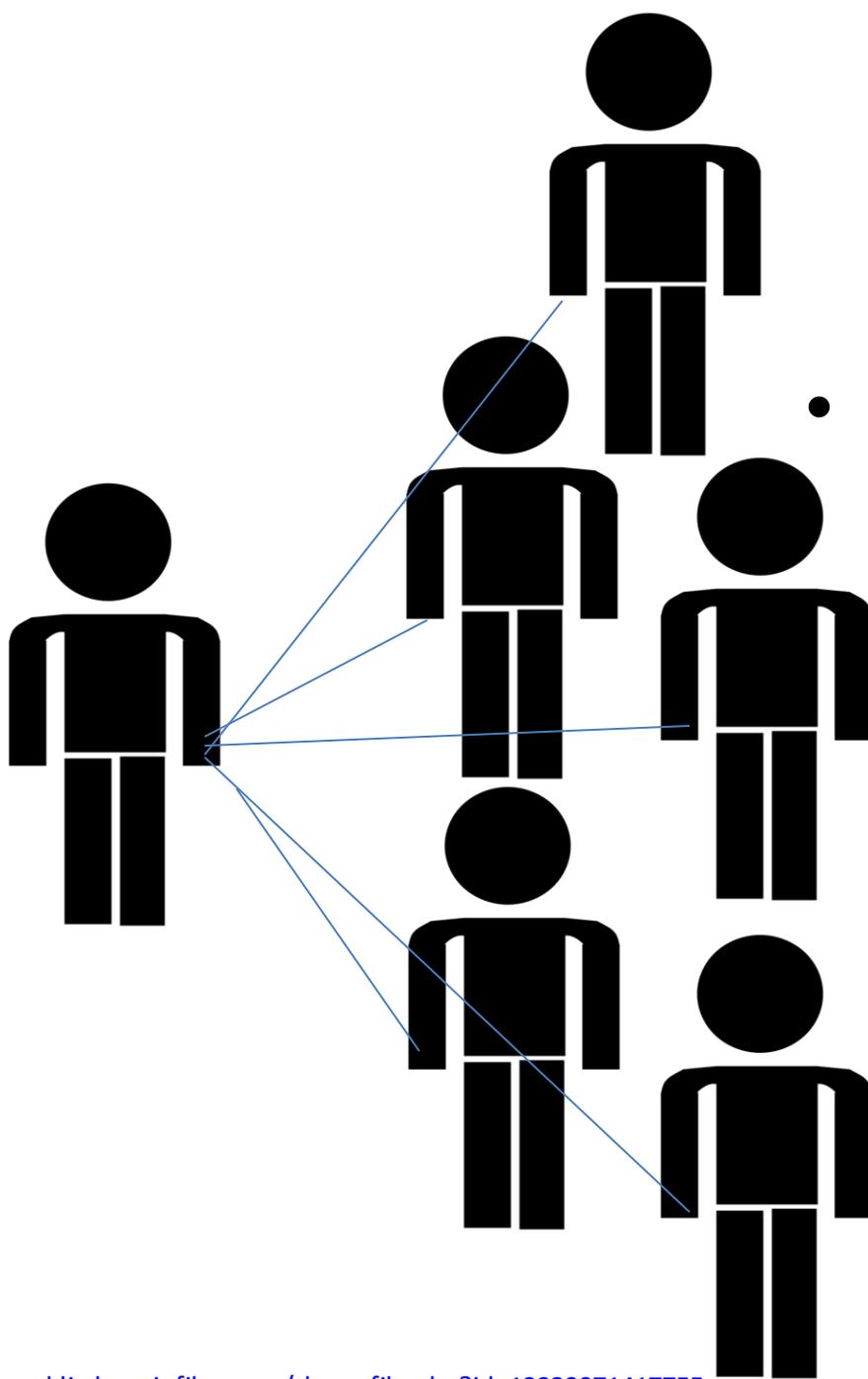
- Big-picture
- Actually like chaos
- Seek out change
- Tend toward extroversion
- Focused on relationships
- Must communicate well

Defining our Terms



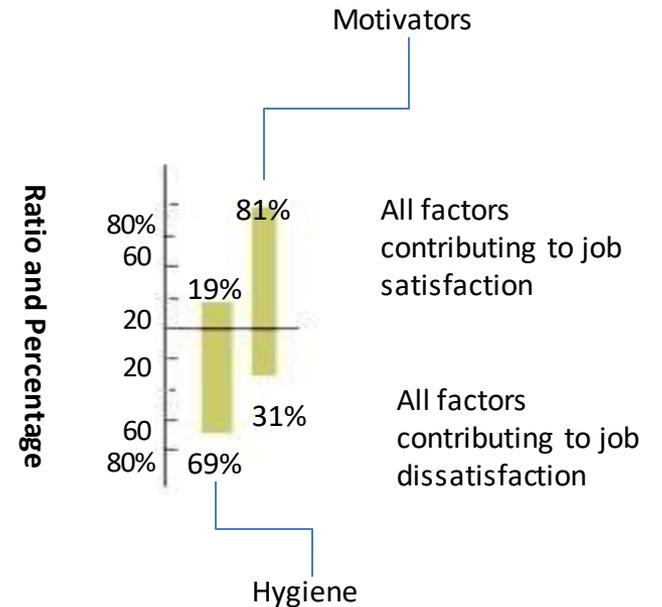
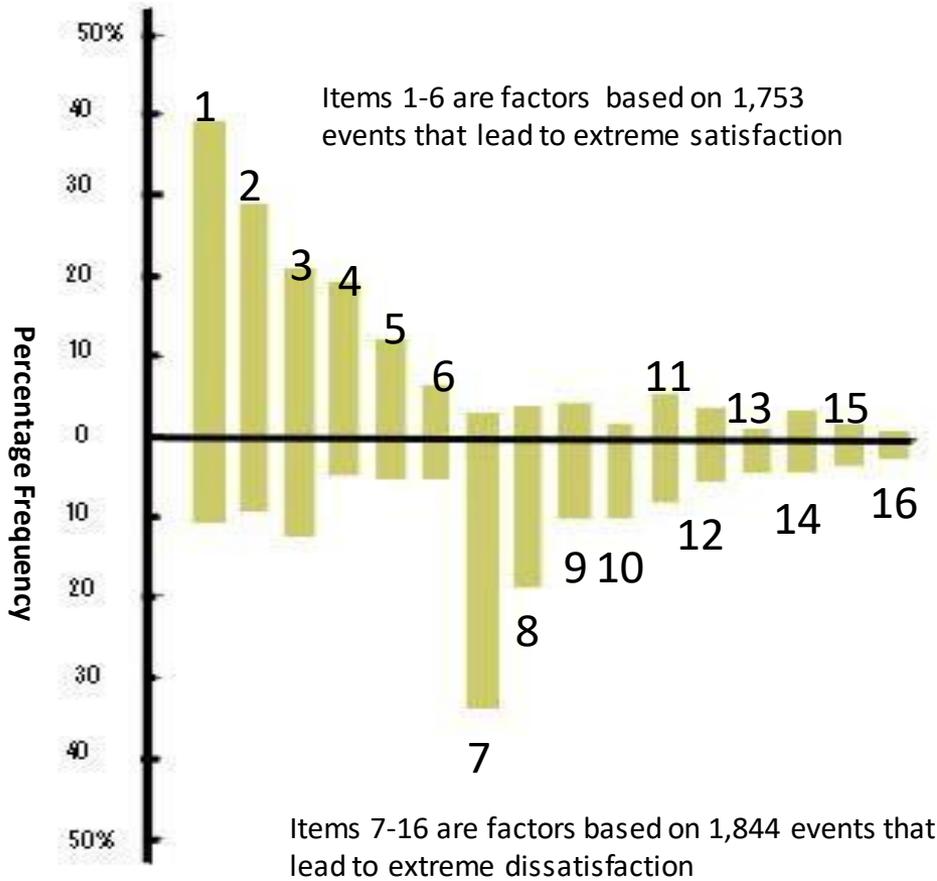




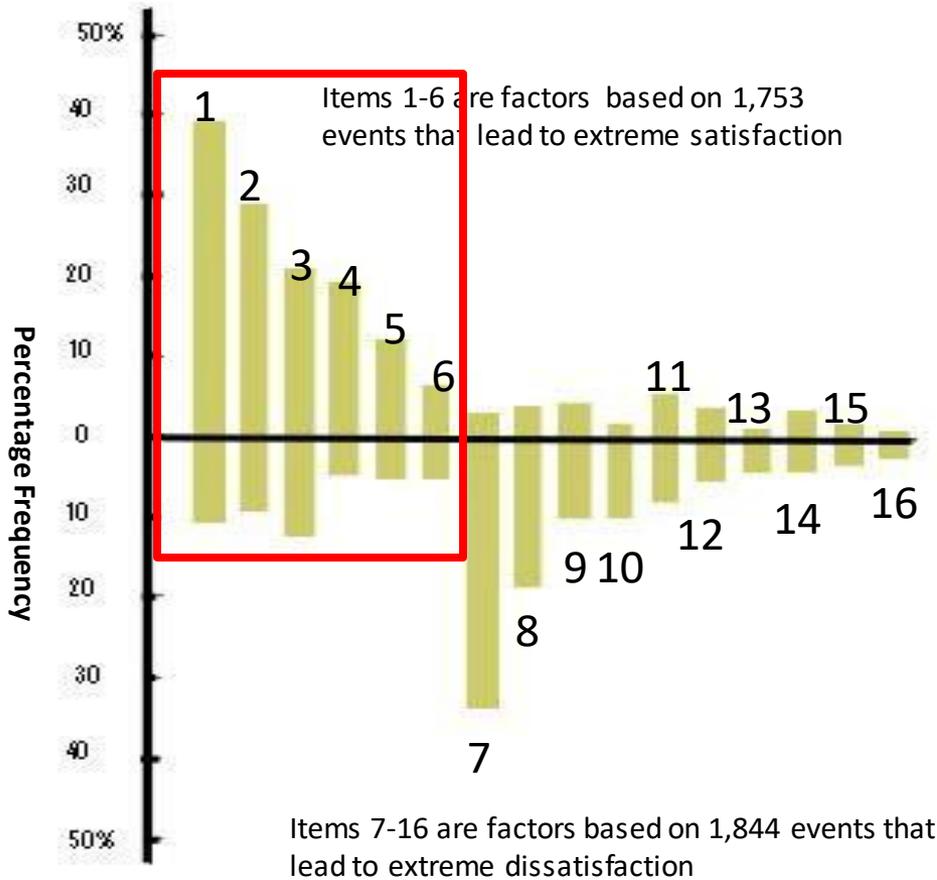


- **Work through people:**
 - Administration
 - Management
 - Leadership

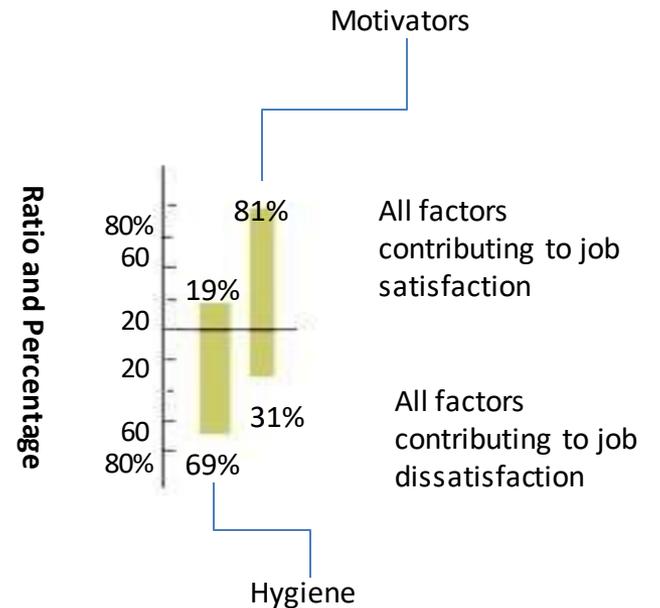
Herzberg's Two-Factor Theory



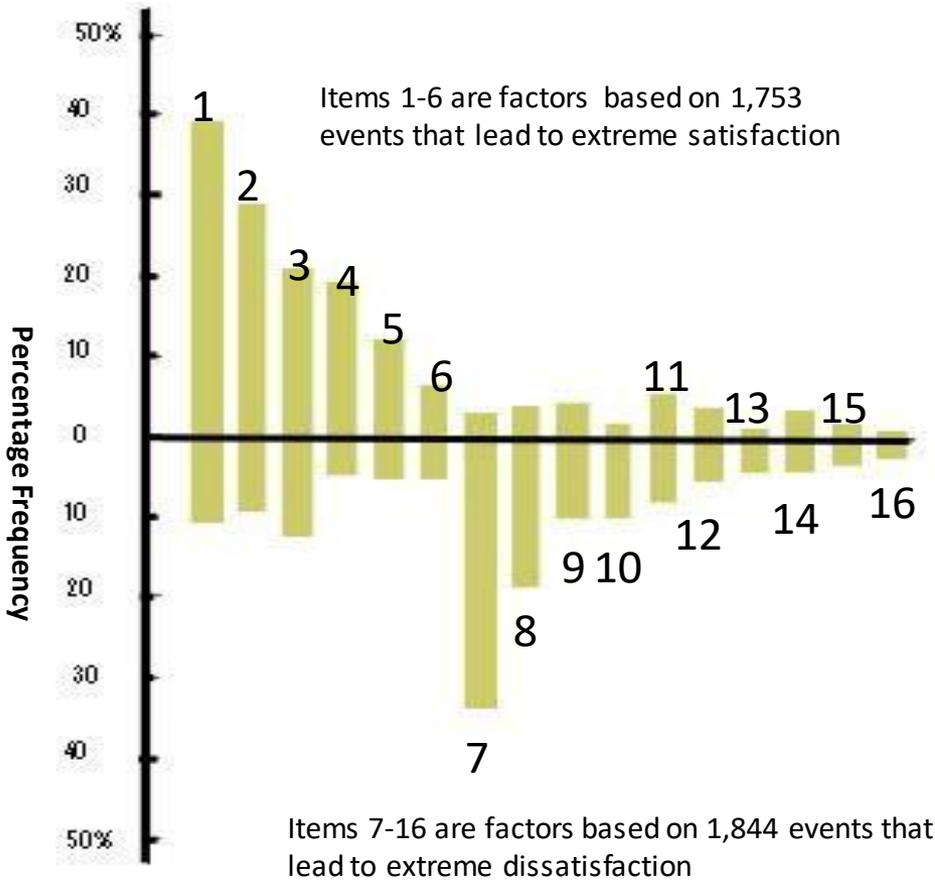
Comparison of Satisfiers (Motivators) and Dissatisfiers (Hygiene factors)



- Extreme Satisfaction: (1-6)**
1. Achievement
 2. Recognition
 3. Work Itself
 4. Responsibility
 5. Advancement
 6. Growth



Comparison of Satisfiers (Motivators) and Dissatisfiers (Hygiene factors)

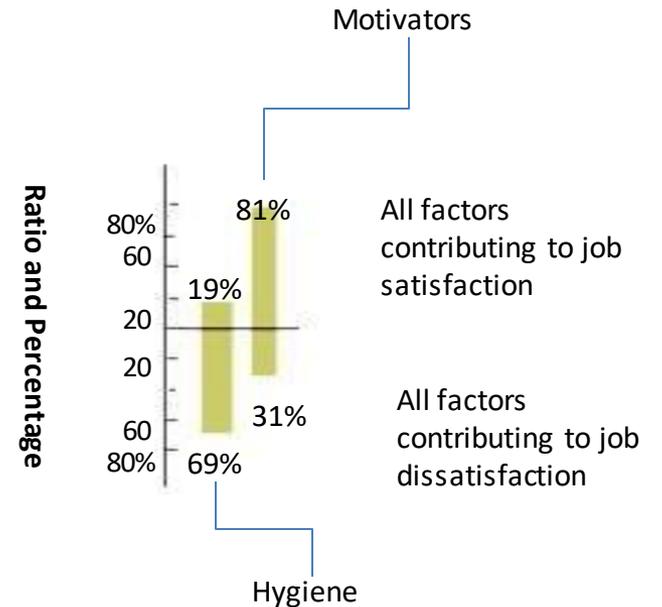


Extreme Satisfaction: (1-6)

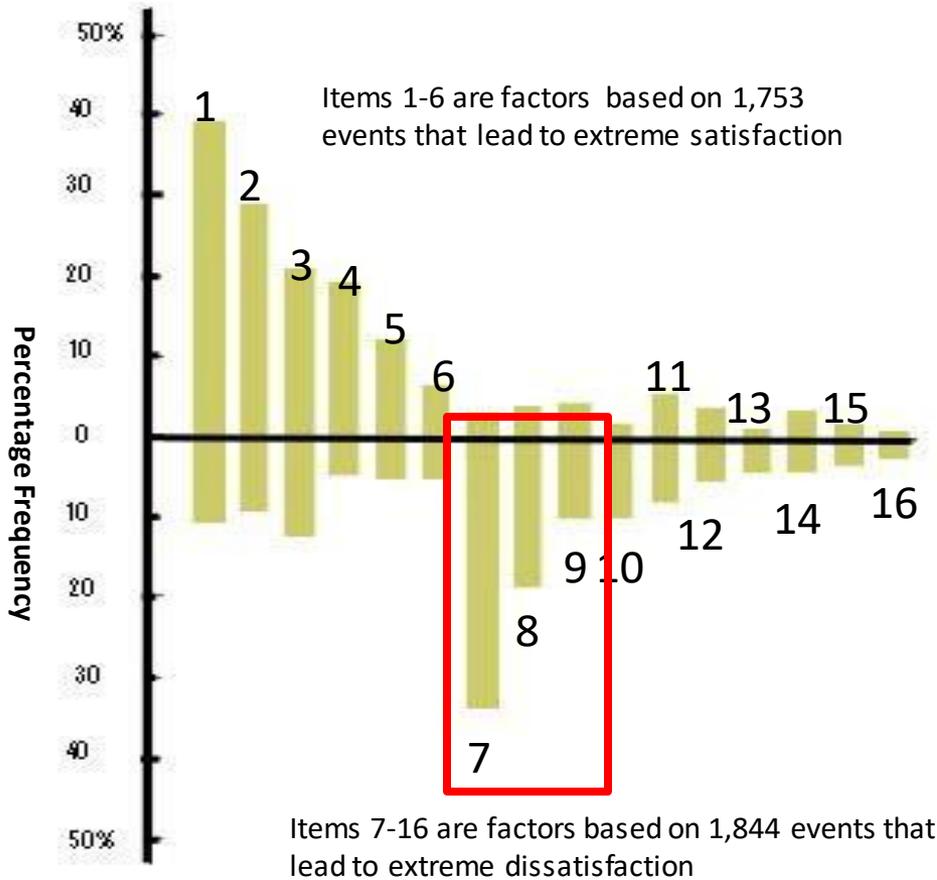
1. Achievement
2. Recognition
3. Work Itself
4. Responsibility
5. Advancement
6. Growth

Dissatisfaction: (7-16)

7. Company Policy and Administration
8. Supervision
9. Relationship with Supervisor
10. Work Condition
11. Salary
12. Relationship with peers
13. Personal Life
14. Relationship with Subordinates
15. Status
16. Security



Comparison of Satisfiers (Motivators) and Dissatisfiers (Hygiene factors)

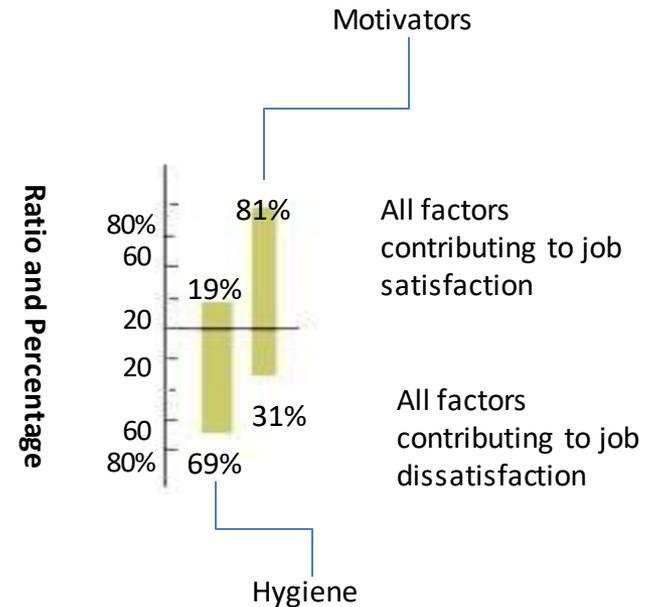


Extreme Satisfaction: (1-6)

1. Achievement
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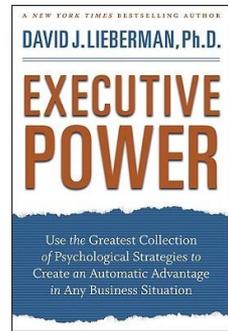


Comparison of Satisfiers (Motivators) and Dissatisfiers (Hygiene factors)

Supervision

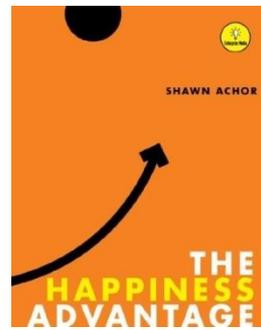


Supervision



- If you have a good relationship with your boss, you are 2.5x more satisfied than other employees (Lieberman, 2009, p. 33).

Supervision

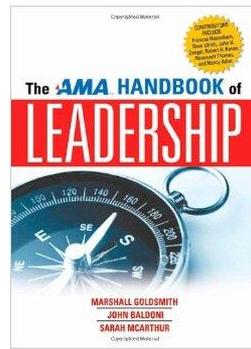


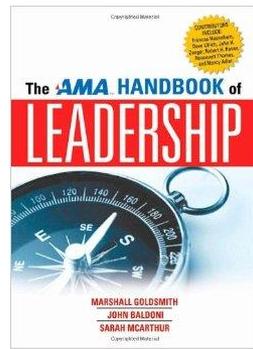
- **“A longer, 15 year study even found that employees who had a difficult relationship with their boss were 30 percent more likely to suffer from coronary heart disease. It seems a bad relationship with your boss can be as bad for you as a steady diet of fried foods-- and not nearly as much fun. (Achor, 2010, p. 188)**

Administration, Management & Leadership

Administration, Management, and Leadership

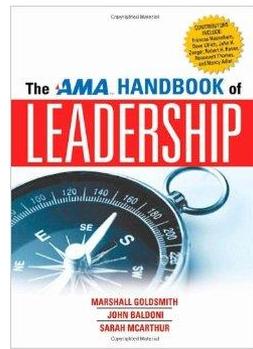
- **Administration:** “Execution through rules, policies, and procedures.”





Administration, Management, and Leadership

- **Administration:** “Execution through rules, policies, and procedures.”
- **Management:** “Getting results and doing so efficiently.”



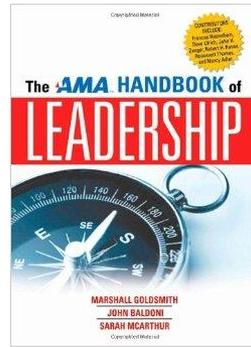
Administration, Management, and Leadership

- **Administration:** “Execution through rules, policies, and procedures.”
- **Management:** “Getting results and doing so efficiently.”
- **Leadership:** “Vision of the future and the ability to energize others to pursue it.”

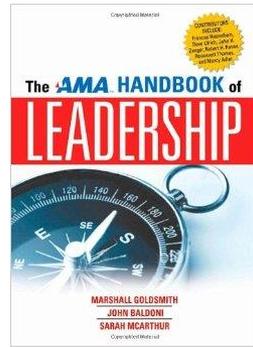
(Mills and Novell, in Goldsmith, Baldoni & McArthur, 2010, p. 36)

Administration, Management, and Leadership

- **Administration:**
 - Latin: administratio
 - *Ad*: (“towards, near to”)
 - *ministrō* (“wait upon, attend”)



Administration, Management, and Leadership



- **Administration:**
 - Latin: administratio
 - *Ad*: (“towards, near to”)
 - *ministrō* (“wait upon, attend”)
- **Management:**
 - Latin: *manus* (“hand”)

Administration, Management, and Leadership



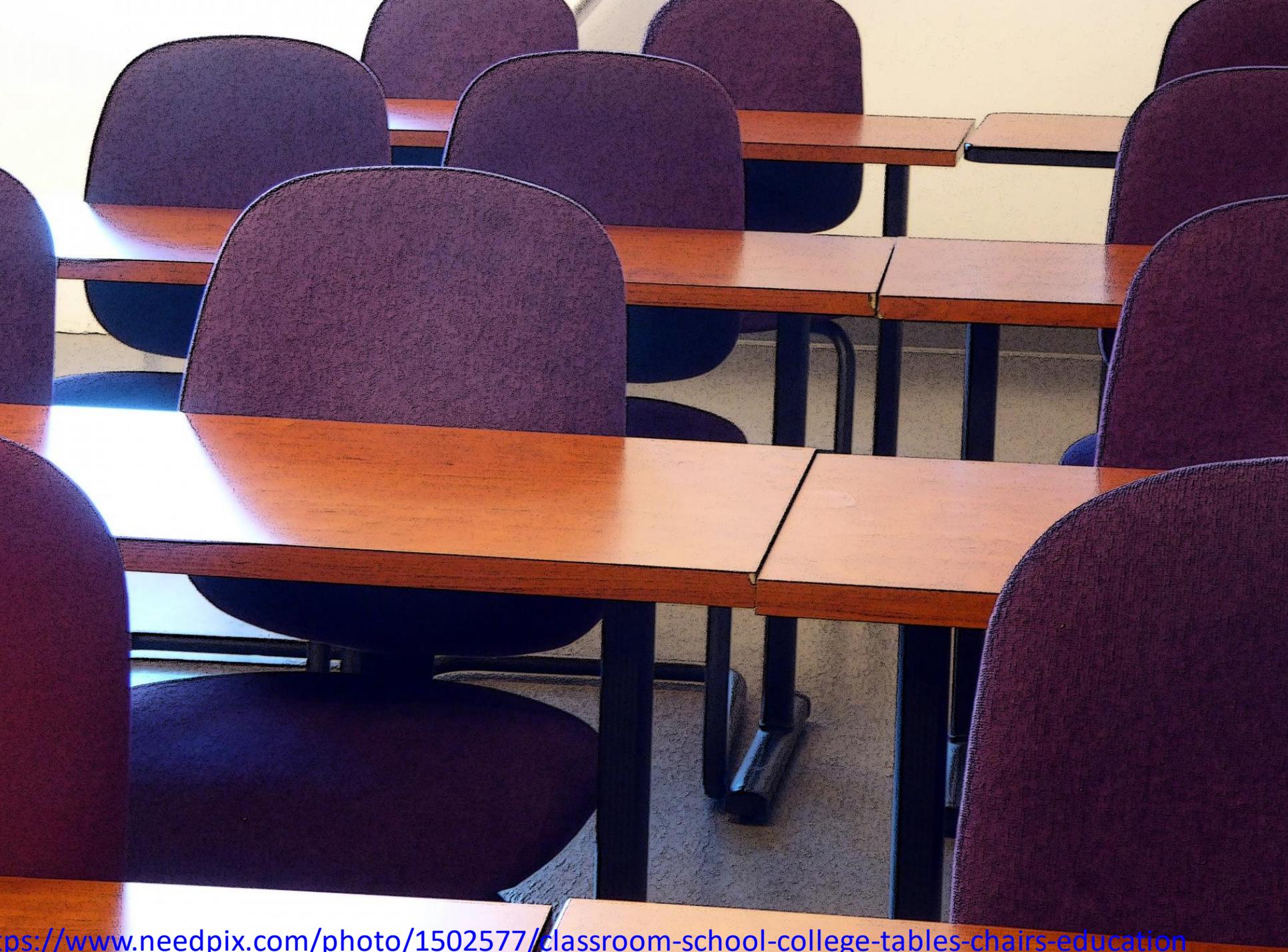
Management

- “The words *manipulation* and *management* (which is mostly a business term) have a common root in *manus*, “*hand*,” and both words imply shaping other people's destinies” (p. 111).

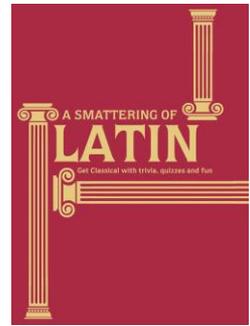
Administration, Management, and Leadership

- **Administration:**
 - Latin: *administratio*
 - *Ad*: (“towards, near to”)
 - *ministrō* (“wait upon, attend”)
- **Management:**
 - Latin: *manus* (“hand”)
- **Leadership:**
 - Latin: *dux, ductus* (“leader, leadership”)

What is Leadership?



Roman Graffiti



- “DOMINUS EST NON GRADUS ANUS RODENTUM!”



Administration, Management, and Leadership

- **Administration**: **-ion**: **A state of being or condition** (e.g., production, legalization, taxation, oppression, supervision)

Administration, Management, and Leadership

- **Administrate** · **ion**: -ion: **A state of being or condition** (e.g., production, legalization, taxation, oppression, supervision)
- **Manage** · **ment**: -ment: **An action or resulting state or condition** (e.g., employment, judgment, movement, punishment, segment)

Administration, Management, and Leadership

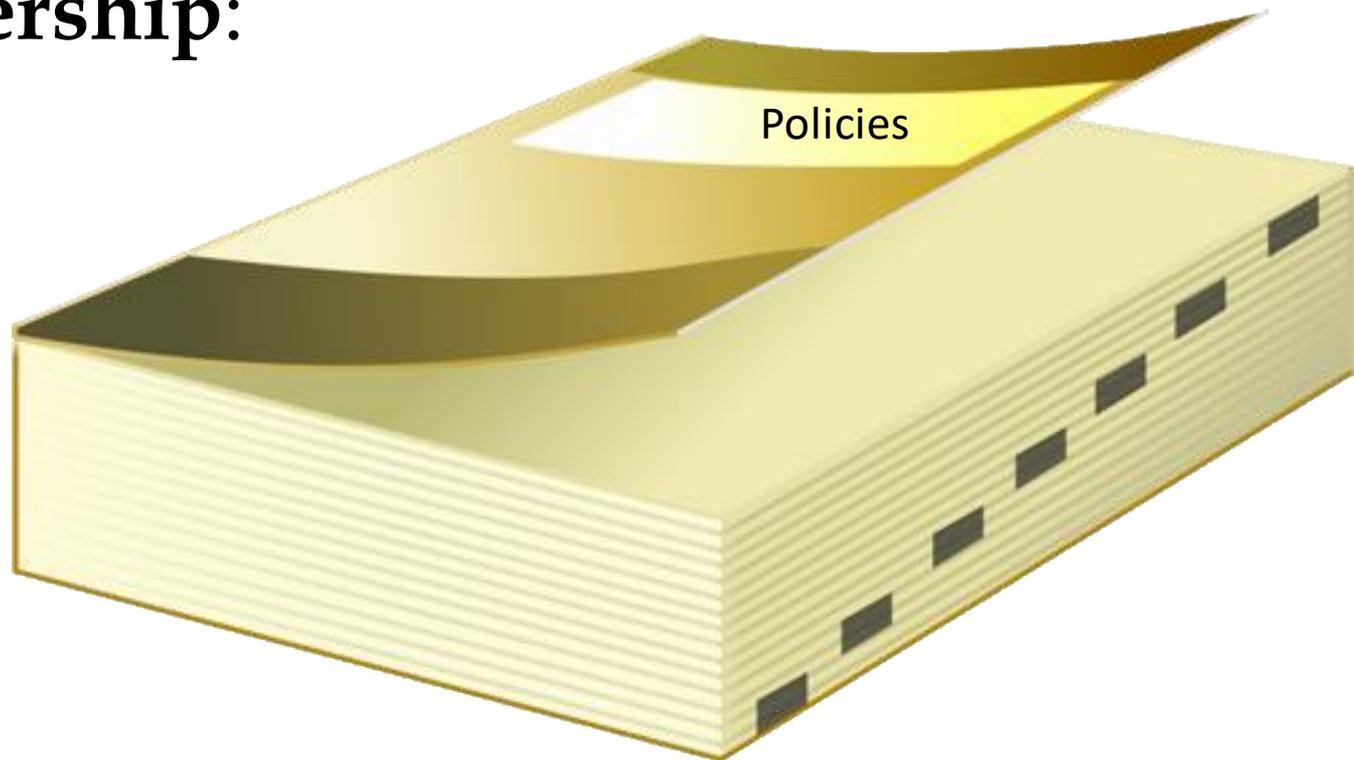
- **Administrate** · **ion**: -ion: **A state of being or condition** (e.g., production, legalization, taxation, oppression, supervision)
- **Manage** · **ment**: -ment: **An action or resulting state or condition** (e.g., employment, judgment, movement, punishment, segment)
- **Leader** · **ship**: -ship: **Relationship with another** (e.g., citizenship, dictatorship, friendship, lordship)

What other words end in -ship?

- Apprenticeship
- Bipartisanship
- Citizenship
- Dictatorship
- Discipleship
- Friendship
- Followership
- Membership
- Mentorship
- Partnership
- Relationship
- Stewardship
- Worship (worthship)

Administration, Management, and Leadership

- **Administration:**
- **Management:**
- **Leadership:**



Management vs. Leadership

Management ~~vs.~~ Leadership and

Management vs. Leadership

Rational (**Managers**)

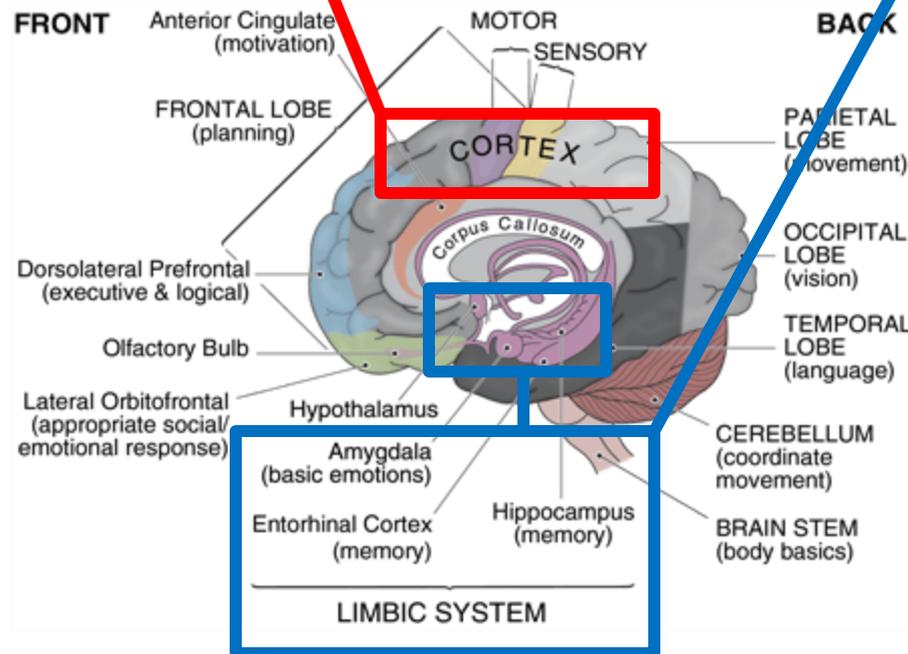
Emotional (**Leaders**)

- **Pre-frontal Cortex**

– The seat of **reason**

- **Limbic System**

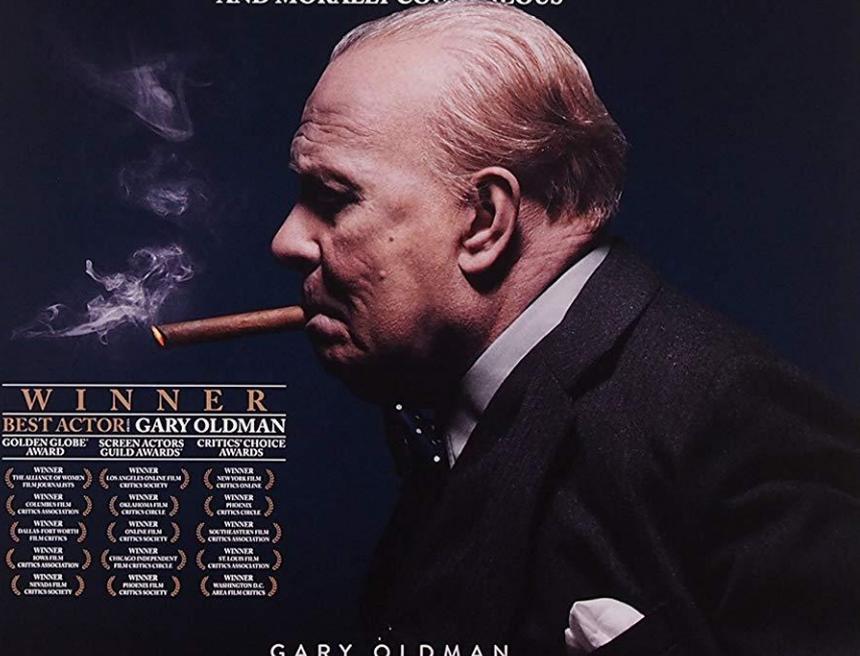
– The Seat of **emotions**



ACADEMY AWARD NOMINATIONS
 INCLUDING
6 BEST PICTURE OF THE YEAR
 BEST ACTOR GARY OLDMAN

The Washington Post ANN HORNADAY

**THE MOVIE WE
 NEED RIGHT NOW**
 THIS IS A PORTRAIT OF LEADERSHIP
 AT ITS MOST BRILLIANT, THOUGHTFUL
 AND MORALLY COURAGEOUS



- WINNER**
BEST ACTOR: GARY OLDMAN
- | GOLDEN GLOBE AWARD | SCREEN ACTORS GUILD AWARDS | CRITICS CHOICE AWARDS |
|---|--|---|
| WINNER
THE ALLIANCE OF WOMEN FILM FESTIVAL | WINNER
LOS ANGELES FILM CRITICS SOCIETY | WINNER
NEW YORK FILM CRITICS SOCIETY |
| WINNER
COLUMBIAN FILM CRITICS ASSOCIATION | WINNER
OAKLAND FILM CRITICS SOCIETY | WINNER
PHOENIX CRITICS SOCIETY |
| WINNER
DALLAS FORT WORTH FILM CRITICS | WINNER
ORLANDO FILM CRITICS SOCIETY | WINNER
SACRAMENTO FILM CRITICS ASSOCIATION |
| WINNER
SONOMA FILM CRITICS ASSOCIATION | WINNER
CHICAGO INDEPENDENT FILM CRITICS SOCIETY | WINNER
TULSA FILM CRITICS ASSOCIATION |
| WINNER
MINNEAPOLIS CRITICS SOCIETY | WINNER
PHOENIX FILM CRITICS SOCIETY | WINNER
WASHINGTON D.C. AREA FILM CRITICS |

GARY OLDMAN
 IS WINSTON CHURCHILL

DARKEST HOUR
 IT TAKES THE POWER OF LEADERSHIP TO UNITE A NATION

MPAA RATED PG-13

FOCUS FEATURES

June 1940 – Oct 1940

Operation Sea Lion

- Planned invasion of Britain
- Air superiority of British Channel required



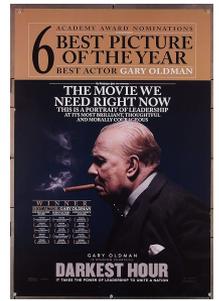
Battle of Britain

July – October 1940

Germany attempts to gain air superiority in order to invade Britain

The RAF defeated the Luftwaffe and the invasion (Sea Lion) was called off

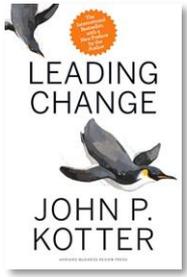
Leadership



“We shall go on to the end. We shall fight in France, we shall fight on the seas and oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our island, whatever the cost may be. We shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender.”

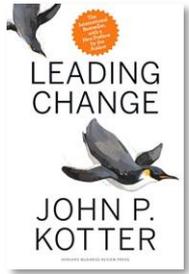
– Winston S. Churchill (June 1940)

Management vs. Leadership

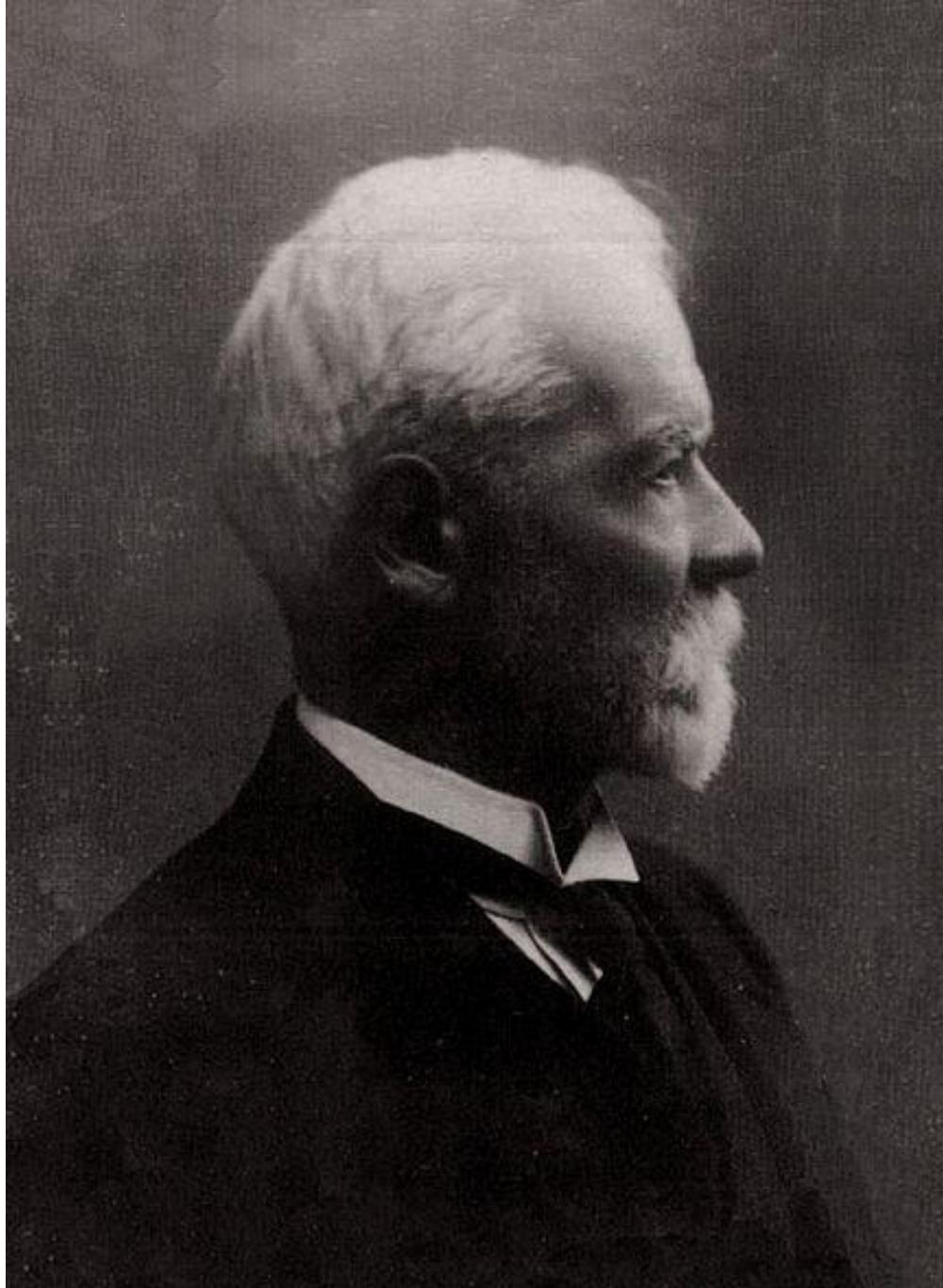


- Forces that Drive Successful Change:
 - **Management versus Leadership** (p. 25).
 - “**Management is a set of processes that can keep a complicated system of people and technology running smoothly.** The most important aspects of management include **planning, budgeting, organizing, staffing, controlling, and problem solving**” (p. 25).

Management vs. Leadership



- Forces that Drive Successful Change:
 - **Management versus Leadership** (p. 25).
 - “Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles” (p. 25).



https://commons.wikimedia.org/wiki/File:Fonds_henri_fayol.jpg

ADMINISTRATION
INDUSTRIELLE ET GÉNÉRALE

PRÉVOYANCE
ORGANISATION - COMMANDEMENT
COORDINATION - CONTRÔLE

PAR

HENRI FAYOL

Directeur général de la Société anonyme de Commentry-Fourchambault et Decaeville — Président du comité de direction de la Société métallurgique de Pontb-Verdun — Administrateur délégué de la Société minière de Loudreville — Membre des Conseils de perfectionnement de l'École Nationale des Mines de Saint-Etienne et du Conservatoire National des Arts et Métiers.

Extrait du Bulletin

DE LA

Société de l'Industrie Minière

(2^e livraison de 1916)

Septième mille



PARIS

H. DUNOD ET E. PINAT, ÉDITEURS

17 et 19, quai des Grands-Augustins

1917

ADMINISTRATION
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1917

GENERAL and
INDUSTRIAL
MANAGEMENT

HENRI FAYOL

With a Foreword
by

L. URWICK
OBE, M.C., M.A., F.B.I.M.

PITMAN

511





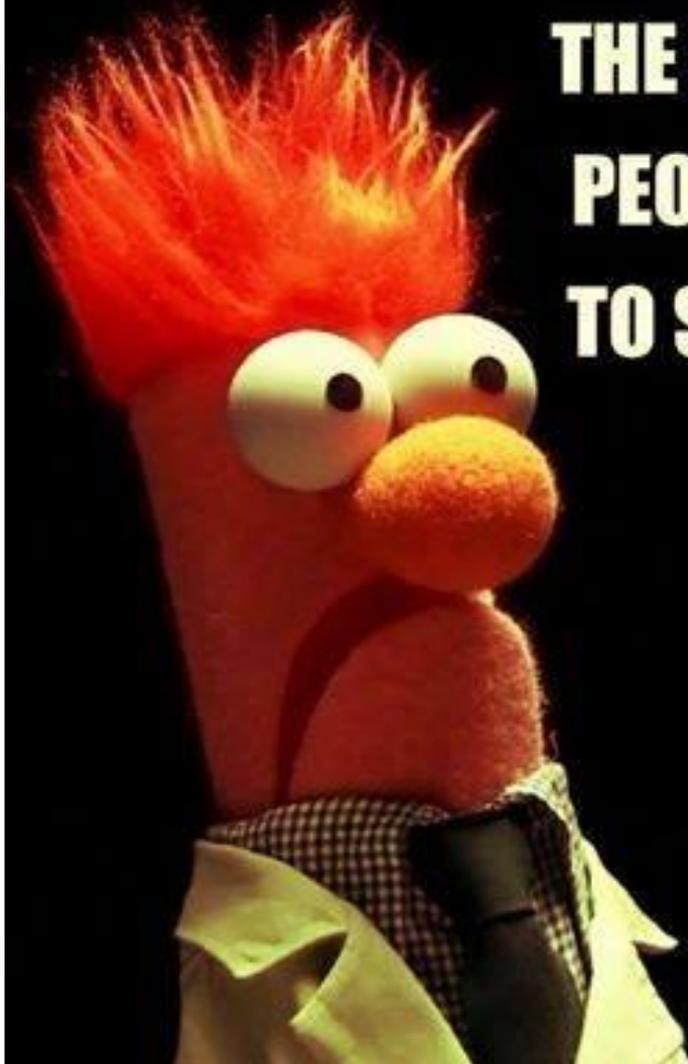
The Problem



Logistics Budget_Breakeven_Jul 8

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
		#Attendees	0	1	2	3	4	5	6	7	8	9	10	11
Lodging		# Of Attendees/Room	2	2	2	2	2	2	2	2	2	2	2	2
		# of Rooms	0	1	1	2	2	3	3	4	4	5	5	6
		# of Nights	2	2	2	2	2	2	2	2	2	2	2	2
		Nightly Rate (Per Room)	\$ 99.00	\$ 99.00	\$ 99.00	\$ 99.00	\$ 99.00	\$ 99.00	\$ 99.00	\$ 99.00	\$ 99.00	\$ 99.00	\$ 99.00	\$ 99.00
		Linens Service (Per Room/Night)	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00
	Towel Service (Per Room/Night)	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00
	Total Lodging	\$ -	\$ 238.00	\$ 238.00	\$ 476.00	\$ 476.00	\$ 714.00	\$ 714.00	\$ 952.00	\$ 952.00	\$ 1,190.00	\$ 1,190.00	\$ 1,428.00	\$ 1,428.00
Meals		# of Attendees	0	1	2	3	4	5	6	7	8	9	10	11
		# of Meals	2	2	2	2	2	2	2	2	2	2	2	2
		Meal Cost (Per Person/Day)	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00
		Cooking Ingredients	0	0	0	0	0	0	0	0	0	0	0	0
		Total Breakfast	\$ -	\$ 20.00	\$ 40.00	\$ 60.00	\$ 80.00	\$ 100.00	\$ 120.00	\$ 140.00	\$ 160.00	\$ 180.00	\$ 200.00	\$ 220.00
	# of Attendees	0	1	2	3	4	5	6	7	8	9	10	11	
	# of Meals	1	1	1	1	1	1	1	1	1	1	1	1	
	Cooking Ingredients	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	
	Total Lunch (W/Ingredients)	\$ -	\$ 10.89	\$ 21.78	\$ 32.67	\$ 43.56	\$ 54.45	\$ 65.34	\$ 76.23	\$ 87.12	\$ 98.01	\$ 108.90	\$ 119.79	
	# of Attendees	0	1	2	3	4	5	6	7	8	9	10	11	
	# of Meals	2	2	2	2	2	2	2	2	2	2	2	2	
	Meal Cost (Per Person/Day)	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.00	
	Cooking Ingredients	0	0	0	0	0	0	0	0	0	0	0	0	
	Total Dinner	\$ -	\$ 32.00	\$ 64.00	\$ 96.00	\$ 128.00	\$ 160.00	\$ 192.00	\$ 224.00	\$ 256.00	\$ 288.00	\$ 320.00	\$ 352.00	
Transport		# of Attendees	0	1	2	3	4	5	6	7	8	9	10	11
		# Of Hours	0	4	4	4	4	4	4	4	6	6	6	6
	Hourly Rate	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	
	Total Transportation Costs (W/Tax)	\$ -	\$ 218.00	\$ 327.00	\$ 327.00	\$ 327.00	\$ 327.00							
Activities		# of Attendees	0	1	2	3	4	5	6	7	8	9	10	11
		Material Cost	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86
	Total Activities Cost	\$ -	\$ 0.86	\$ 1.72	\$ 2.58	\$ 3.44	\$ 4.30	\$ 5.16	\$ 6.02	\$ 6.88	\$ 7.74	\$ 8.60	\$ 9.46	
	#Attendees	0	1	2	3	4	5	6	7	8	9	10	11	
	Fixed Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

**TRYING TO UNDERSTAND
THE BEHAVIOR OF SOME
PEOPLE IS LIKE TRYING
TO SMELL THE COLOR 9.**

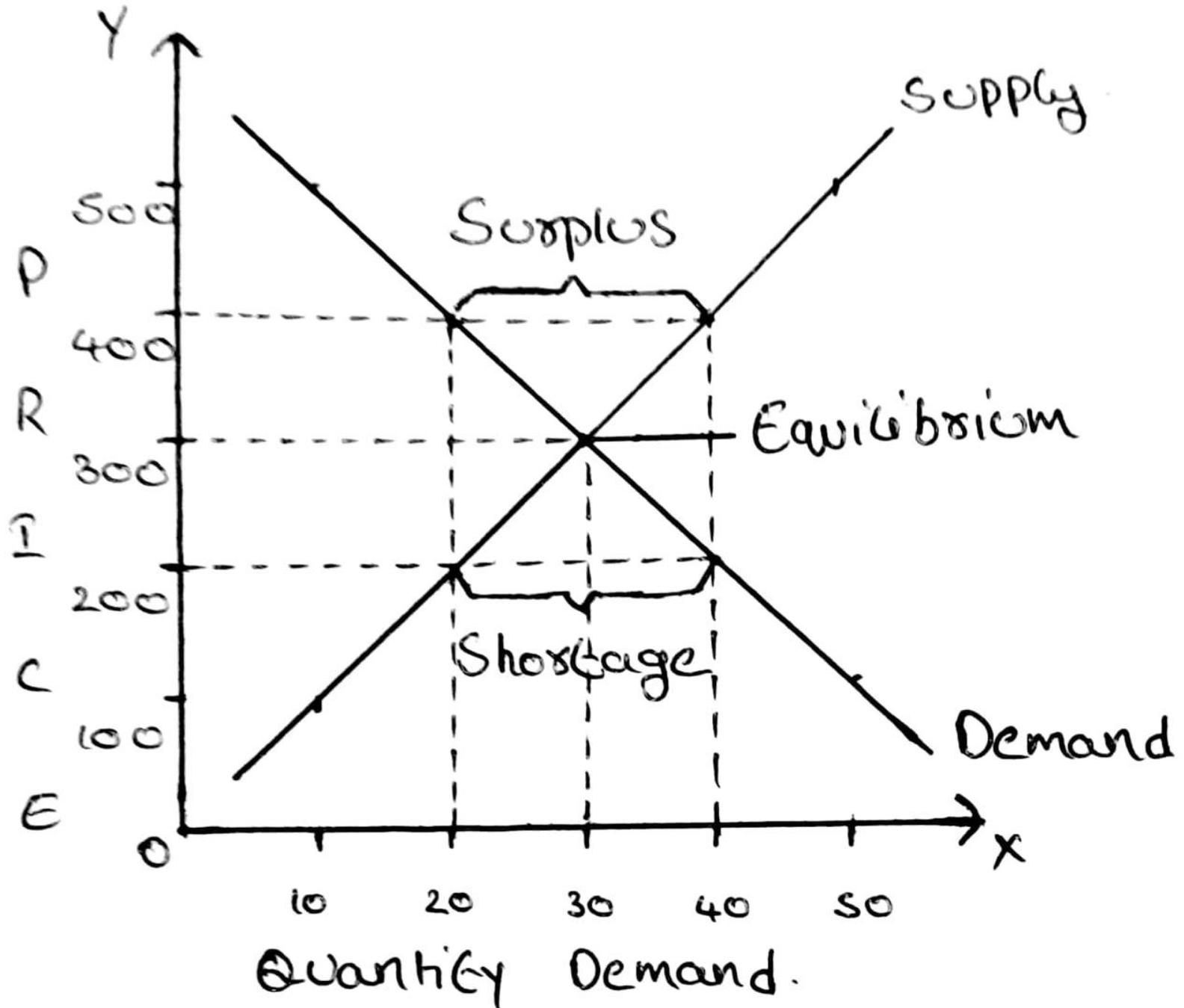


Management vs. Leadership

- Management/Admin:
- Leadership

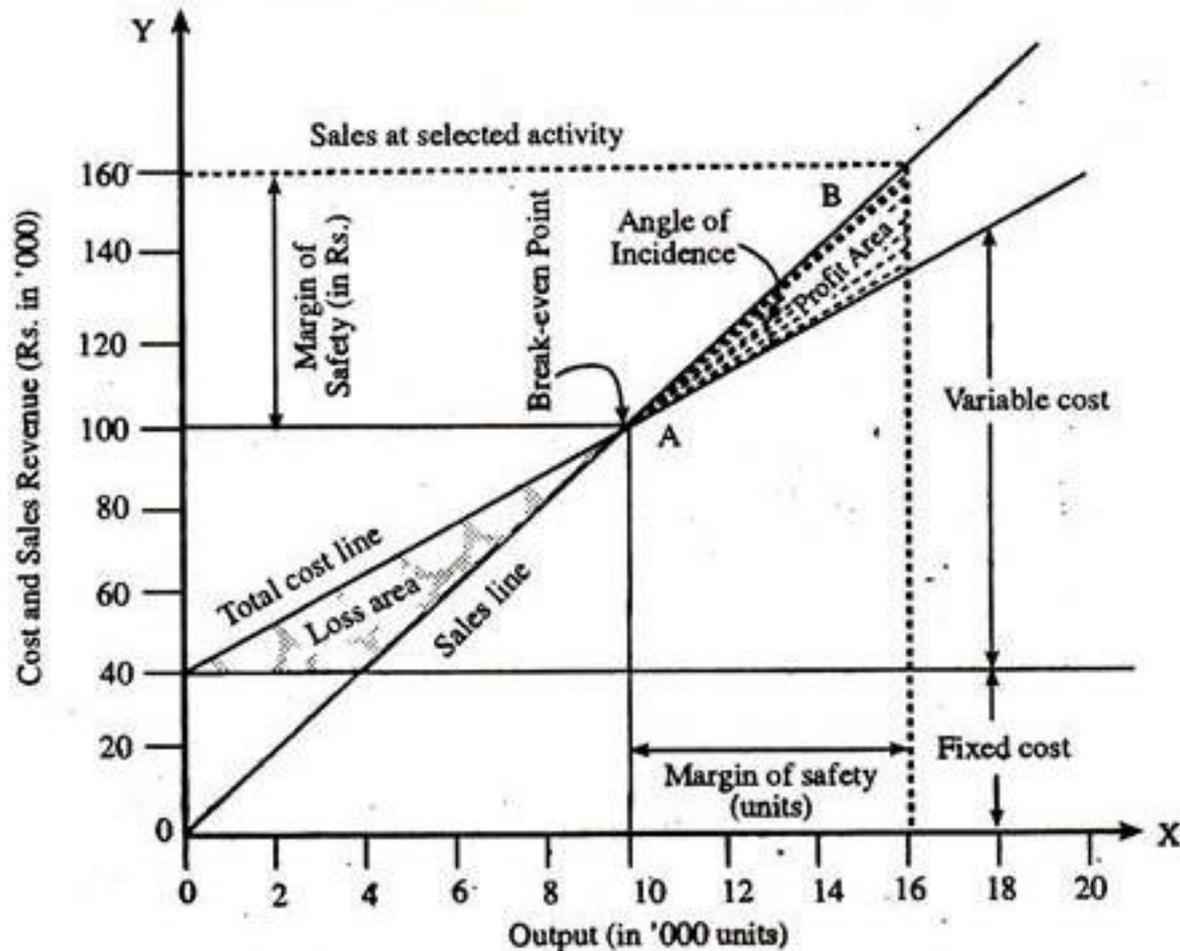
Management vs. Leadership

- Management/Admin:
 - Marked by efficiency
- Leadership



**Statement of Cost and Sales Revenue
at different levels of production**

	0 units Rs.	5,000 units Rs.	10,000 units Rs.	16,000 units Rs.
Fixed Cost	40,000	40,000	40,000	40,000
Variable Cost	—	30,000	60,000	96,000
Total Cost	40,000	70,000	1,00,000	1,36,000
Sales Revenue	—	50,000	1,00,000	1,60,000



"Why is it that I always get a whole person when what I really want is a pair of hands." -Attributed to Henry Ford

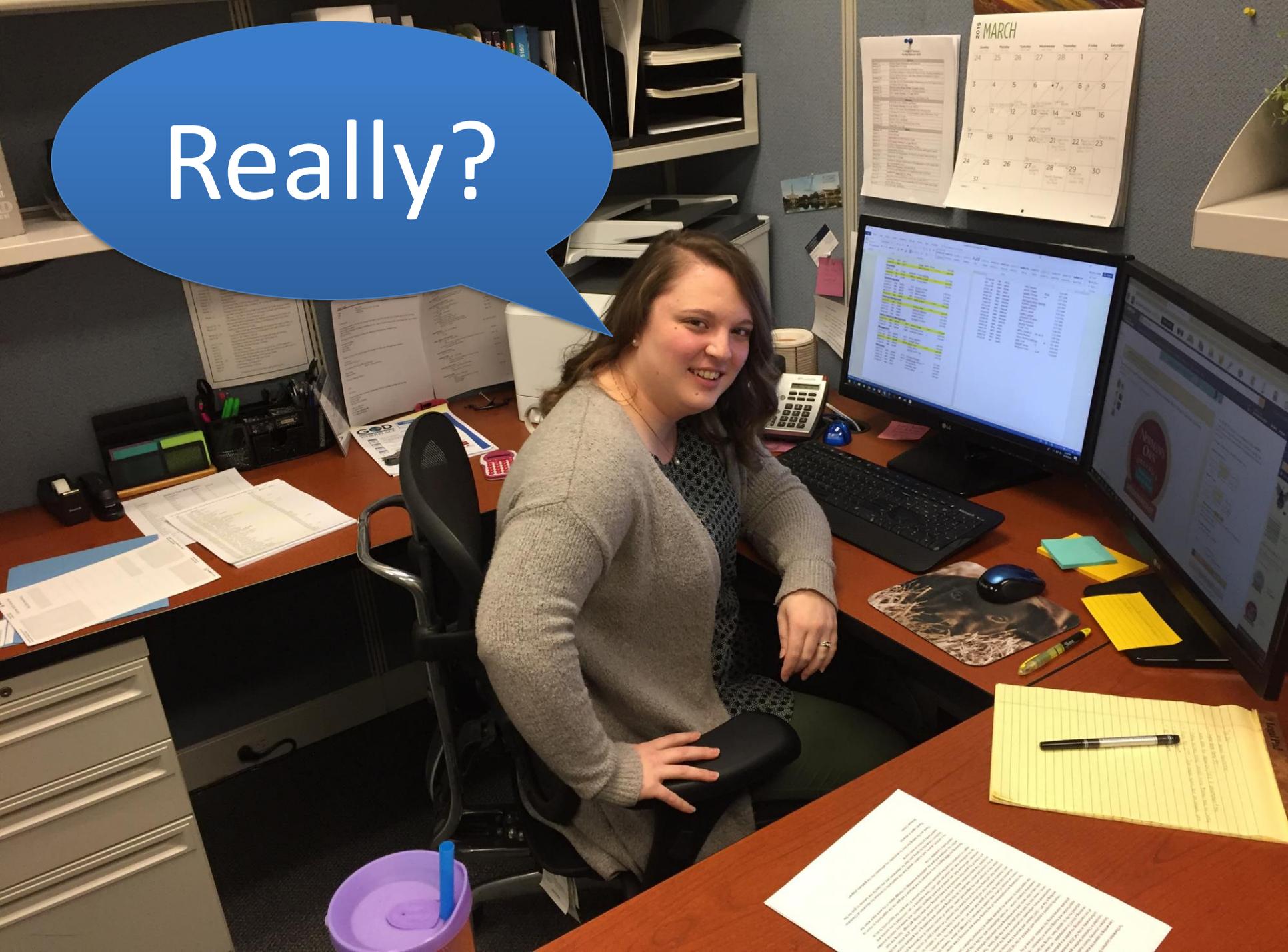








Really?

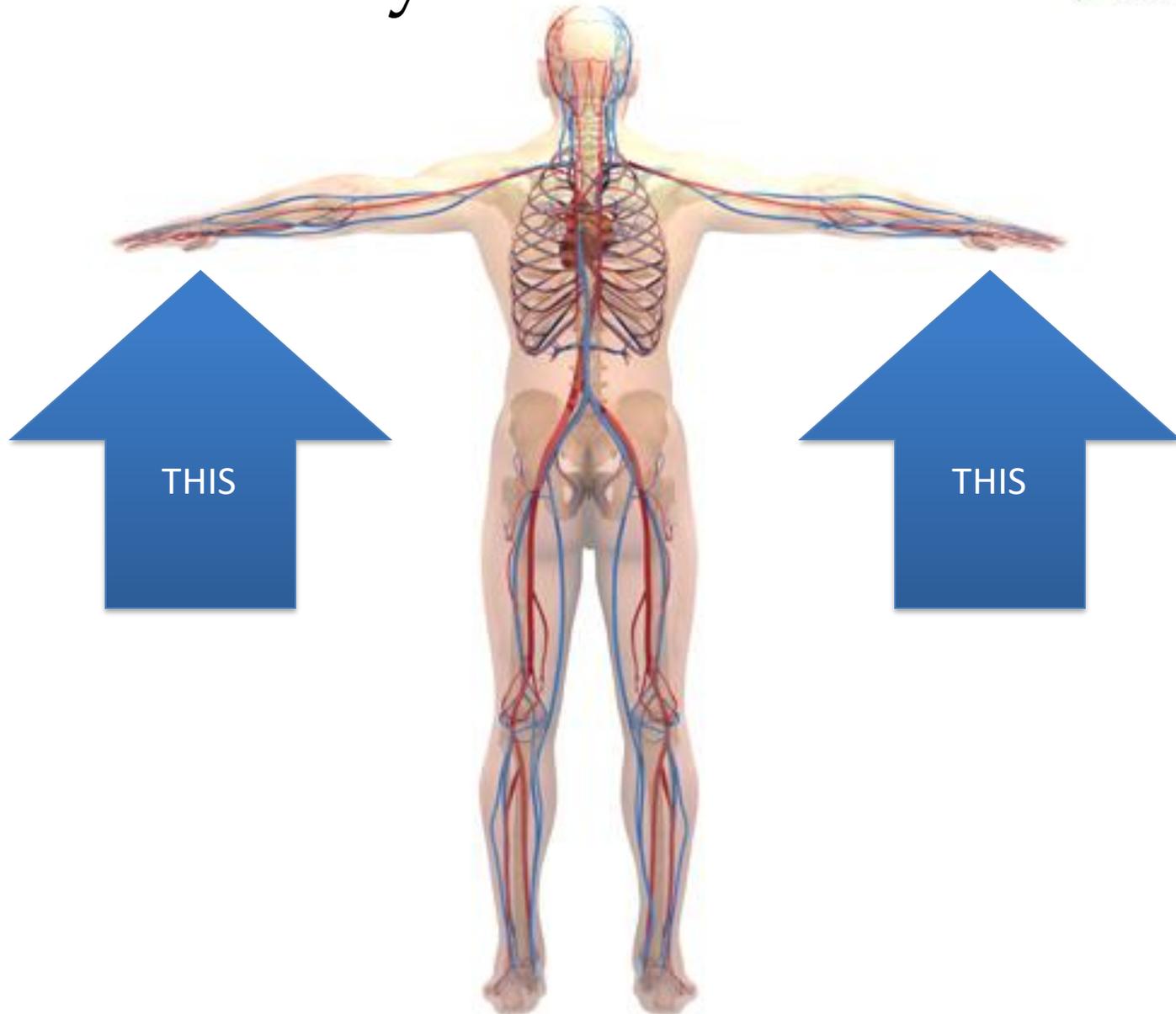


Anatomy of Human Efficiency

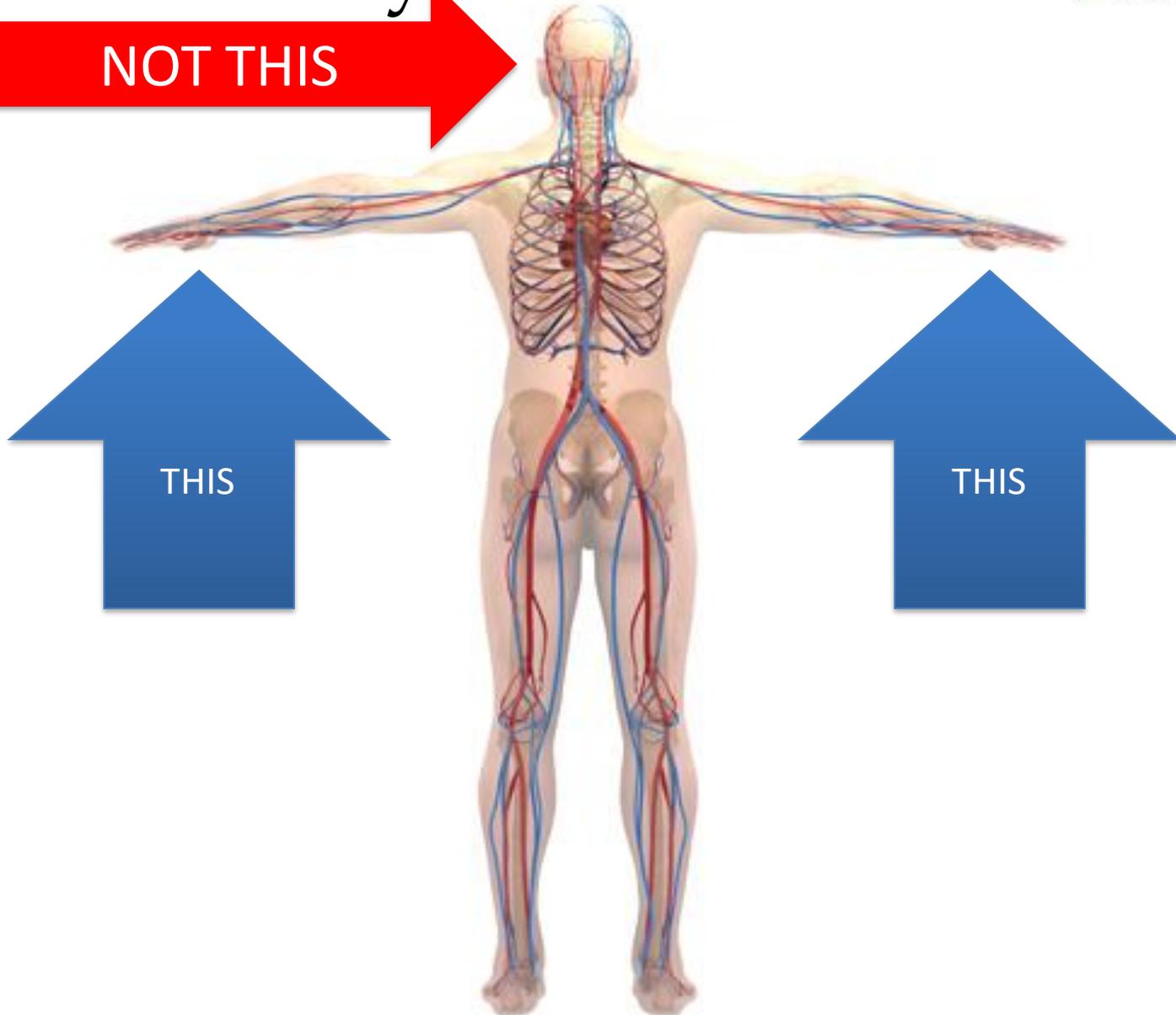
The Anatomy of Human Efficiency



The Anatomy of Human Efficiency



The Anatomy of Human Efficiency



Management vs. Leadership

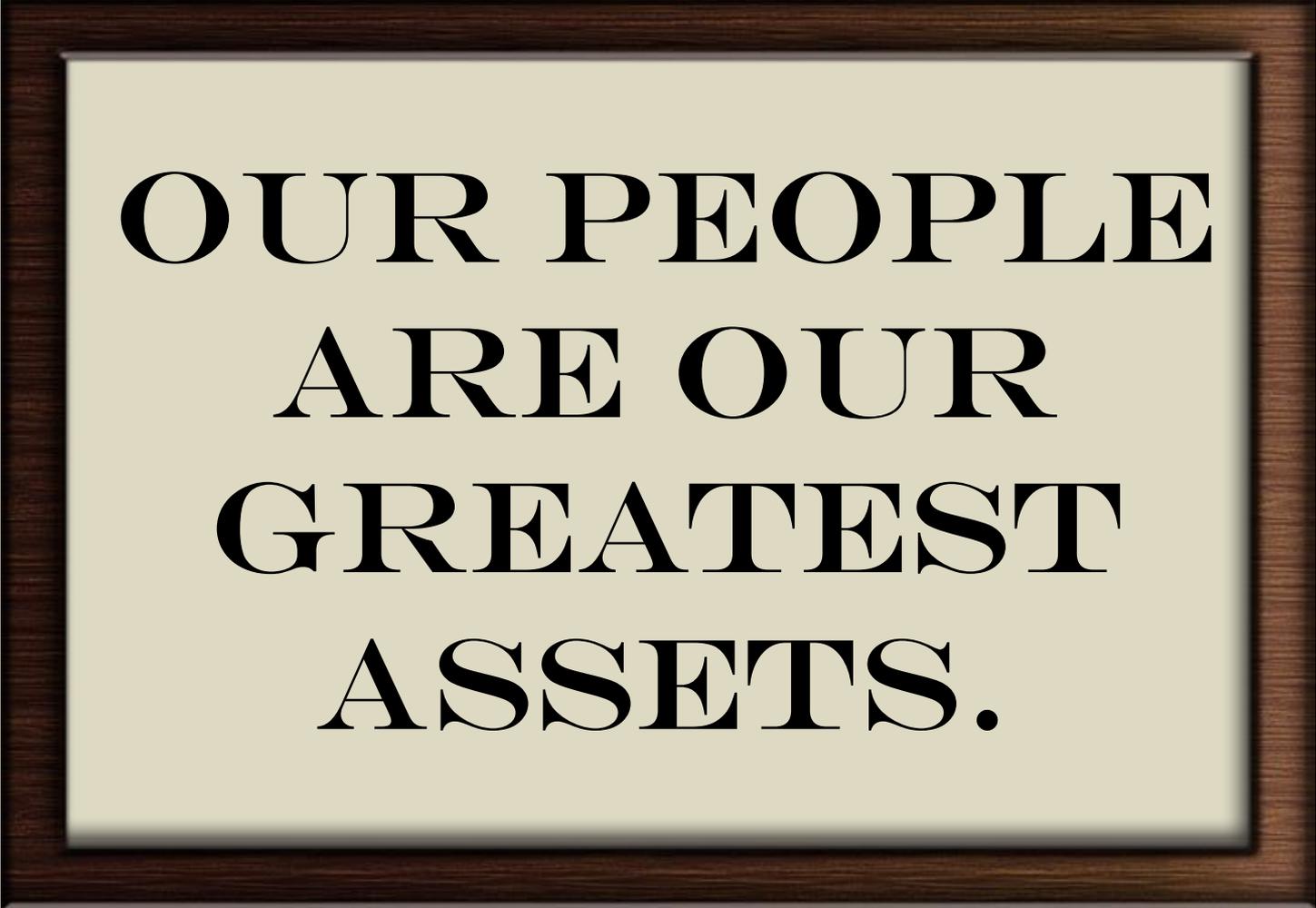
- Management/Admin:
 - Marked by efficiency
- Leadership

Management vs. Leadership

- Management/Admin:
 - Marked by efficiency
- Leadership
 - Marked by effectiveness

Finish the Sentence

- People are our greatest...



**OUR PEOPLE
ARE OUR
GREATEST
ASSETS.**

Phil's Parachute Palace

INCOME STATEMENT

	2008	2009	2010	2011	2012	LTM 09/30/13
Revenue	\$100,000	\$175,000	\$300,000	\$458,000	\$678,000	\$590,000
Cost of Goods Sold	70,000	120,000	190,000	300,000	415,000	400,000
Credit Card Fees	3,000	5,250	9,000	13,740	20,340	17,700
Gross Profit	\$27,000	\$49,750	\$101,000	\$144,260	\$242,660	\$172,300
Operating Expenses						
Advertising	\$1,000	\$2,000	\$3,000	\$4,000	\$5,000	\$5,500
Salaries and Wages	15,000	25,000	30,000	35,000	40,000	42,500
Phone and Internet	1,000	1,000	1,000	1,000	8,000	1,000
Website Expense	3,000	500	500	500	500	1,200
Depreciation Expense	-	-	-	-	-	-
Office Supplies	50	100	50	100	50	100
Operating Profit	\$6,950	\$21,150	\$66,450	\$103,660	\$189,110	\$122,000
Interest Expense	4,000	3,500	3,000	2,500	2,000	1,500
Interest Income	-	-	-	-	-	-
Non-Recurring Expenses	-	-	5,000	-	20,000	-
Total Income	\$2,950	\$17,650	\$58,450	\$101,160	\$167,110	\$120,500
Income Tax	1,033	6,178	20,458	35,406	58,489	42,175
Net Income	\$1,918	\$11,473	\$37,993	\$65,754	\$108,622	\$78,325

Phil's Parachute Palace

INCOME STATEMENT

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Gross Profit	\$27,000	\$49,750	\$101,000	\$144,260	\$242,660	\$172,300
Operating Expenses						
Advertising	\$1,000	\$2,000	\$3,000	\$4,000	\$5,000	\$5,500
Salaries and Wages	30,000	30,000	30,000	35,000	40,000	42,500
Phone and Internet	1,000	1,000	1,000	1,000	8,000	1,000
Website Expense	3,000	500	500	500	500	1,200
Depreciation Expense	-	-	-	-	-	-
Office Supplies	50	100	50	100	50	100
Operating Profit	\$6,950	\$21,150	\$66,450	\$103,660	\$189,110	\$122,000
Interest Expense	4,000	3,500	3,000	2,500	2,000	1,500
Interest Income	-	-	-	-	-	-
Non-Recurring Expenses	-	-	5,000	-	20,000	-
Total Income	\$2,950	\$17,650	\$58,450	\$101,160	\$167,110	\$120,500
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MCD \$183.11 * 0.84 ↓ 0.46%

*Delayed - data as of Mar. 19, 2019 - Find a broker to begin trading MCD now

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Interactive Chart

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Market Stream

STOCK ANALYSIS

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FUNDAMENTALS

Income Statement Balance Sheet Cash Flow Financial Ratios

Annual Income Statement (values in 000's)

[Get Quarterly Data](#)

Period Ending:	Trend	12/31/2018	12/31/2017	12/31/2016	12/31/2015
Total Revenue		\$21,025,200	\$22,820,400	\$24,621,900	\$25,413,000
Cost of Revenue		\$10,239,200	\$12,199,600	\$14,417,200	\$15,623,800
Gross Profit		\$10,786,000	\$10,620,800	\$10,204,700	\$9,789,200
Operating Expenses					
Research and Development		\$0	\$0	\$0	\$0
Sales, General and Admin.				\$2,460,200	\$2,643,700
Non-Recurring Items		\$0	\$0	\$0	\$0
Other Operating Items		\$0	\$0	\$0	\$0
Operating Income		\$8,822,600	\$9,552,700	\$7,744,500	\$7,145,500
Add'l income/expense items		(\$25,300)	(\$57,900)	\$6,300	\$48,500
Earnings Before Interest and Tax		\$7,816,100	\$8,573,500	\$6,866,000	\$6,555,700
Interest Expense		\$0	\$0	\$0	\$0
Earnings Before Tax		\$7,816,100	\$8,573,500	\$6,866,000	\$6,555,700
Income Tax		\$1,891,800	\$3,381,200	\$2,179,500	\$2,026,400
Minority Interest		\$0	\$0	\$0	\$0
Equity Earnings/Loss Unconsolidated Subsidiary		\$0	\$0	\$0	\$0



How Do You Treat
Your Greatest Assets?





Management vs. Leadership

- Management/Admin:
 - Marked by efficiency
- Leadership
 - Marked by effectiveness

Management vs. Leadership

- Management/Admin:
 - Marked by efficiency
 - Rational
- Leadership
 - Marked by effectiveness



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Serving the Nation



Eastern Standard time.

CAR SERVICE.

BALTIMORE AND HARRISBURG

	Ms.	521	571	533	523	525	527	59	543	531	575	545	535
Washington +	A M	P M		P M	P M	P M	P M	P M	P M	P M	P M	P M
Baltimore lv.	*8 10	†12 10		‡12 10	§12 10	¶12 10	⌘12 10	⌘12 10	⌘12 10	⌘12 10	⌘12 10	⌘12 10
<i>Calvert Sta.</i> +	A M	P M		P M	P M	P M	P M	P M	P M	P M	P M	P M
<i>Penna. Sta.</i> +	o	†7 40	A M	P M	‡12 56	§12 56	¶12 56	⌘12 56	⌘12 56	⌘12 56	⌘12 56	⌘12 56	⌘12 56
Woodberry.....	2.3	-	-	-	-	-	-	-	-	-	-	-	-
Melvale.....	3.4	-	-	-	-	-	-	-	-	-	-	-	-
Mt. Washington	5.0	7 55	-	-	1 40	4 45	5 41	-	6 34	-	-	-	-
Bare Hills.....	5.6	f7 58	-	-	f1 42	f4 47	f5 42	-	-	-	-	-	-
Lake.....	6.8	f8 00	-	-	-	f4 49	f5 45	-	-	-	-	-	-
Ruxton.....	7.4	f8 02	-	-	f1 48	4 51	5 47	-	6 41	-	-	f11 05	-
Riderwood.....	8.2	f8 05	-	-	f1 50	4 54	5 50	-	6 43	-	-	f11 07	-
Lutherville...+	9.5	f8 08	-	-	f1 53	4 58	5 54	-	6 46	-	-	f11 10	-
Padonia.....	10.7	f8 11	-	-	f1 56	5 01	5 57	-	f6 49	-	-	-	-
Tadomium.....	11.9	-	-	-	-	5 03	f6 00	-	f6 51	-	-	-	-
Texas.....	12.5	f8 14	-	-	f1 59	5 05	6 02	-	6 53	-	-	-	-
Cockeysville...+	13.9	8 16	-	-	2 01	5 08	6 06	-	6 56	-	-	f11 18	-
Ashland.....	14.8	-	-	-	-	-	-	-	-	-	-	-	-
Phoenix.....	16.8	f8 21	-	-	f2 06	5 14	f6 12	-	f7 01	-	-	f11 23	-
Sparks.....	18.6	f8 25	-	-	f2 10	5 18	6 16	-	-	-	-	f11 27	-
Glencoe.....	19.5	f8 27	-	-	f2 12	5 21	6 19	-	f7 07	-	-	-	-
Corbett.....	21.3	f8 30	-	-	f2 15	5 25	6 23	-	f7 11	-	-	-	-
Monkton.....	22.0	8 32	-	-	f2 17	5 28	6 26	-	f7 13	-	-	f11 34	-
Blue Mount....	24.0	-	-	-	-	5 31	-	-	-	-	-	-	-
White Hall...+	25.5	8 38	-	-	f2 23	5 34	6 34	-	f7 19	-	-	-	-
Graystone.....	26.2	-	-	-	f2 25	5 36	f6 36	-	-	-	-	-	-
Parkton.....	27.8	8 45	-	-	2 30	5 38	6 40	-	7 25	-	-	11 45	-
Freeland.....	33.3	A M	-	-	P M	P M	P M	-	P M	-	-	P M	-
New Freedom +	36.1	10 03
Shrewsbury.....	37.6	-	-
Seitzland.....	39.6	-	-
Glen Rock...+	40.8	10 11
Seitzville.....	44.2	-	-
Smysér.....	46.0	-	-
Brilhart.....	51.0	-	-
York+	56.2	10 37	2 26	7 41	8 26	9 22	12 43
Emigsville.....	60.6	-	-
Mount Wolf...+	63.9	-	-
York Haven.....	67.4	-	-
Cly.....	68.8	-	-
Goldsboro.....	71.3	-	-
New Cumberland.....	80.1	-	-
Harrisburg +	83.3	11 20	3 11	8 20	9 15	10 05	1 25

No. 59—Liberty Limited and The Red Arrow — Observation, Bar Lounge, Sleeping and Dining Cars. Bar Lounge Coach, Reclining Seat Coaches. (All Seats Reserved — No service charge.) Coaches Washington to Harrisburg—(Non Reserved Seats).

No. 531—Indianapolis Limited and "Spirit of St. Louis" — Sleeping and Dining Cars.

No. 533—The St. Louisan—Sleeping Car.

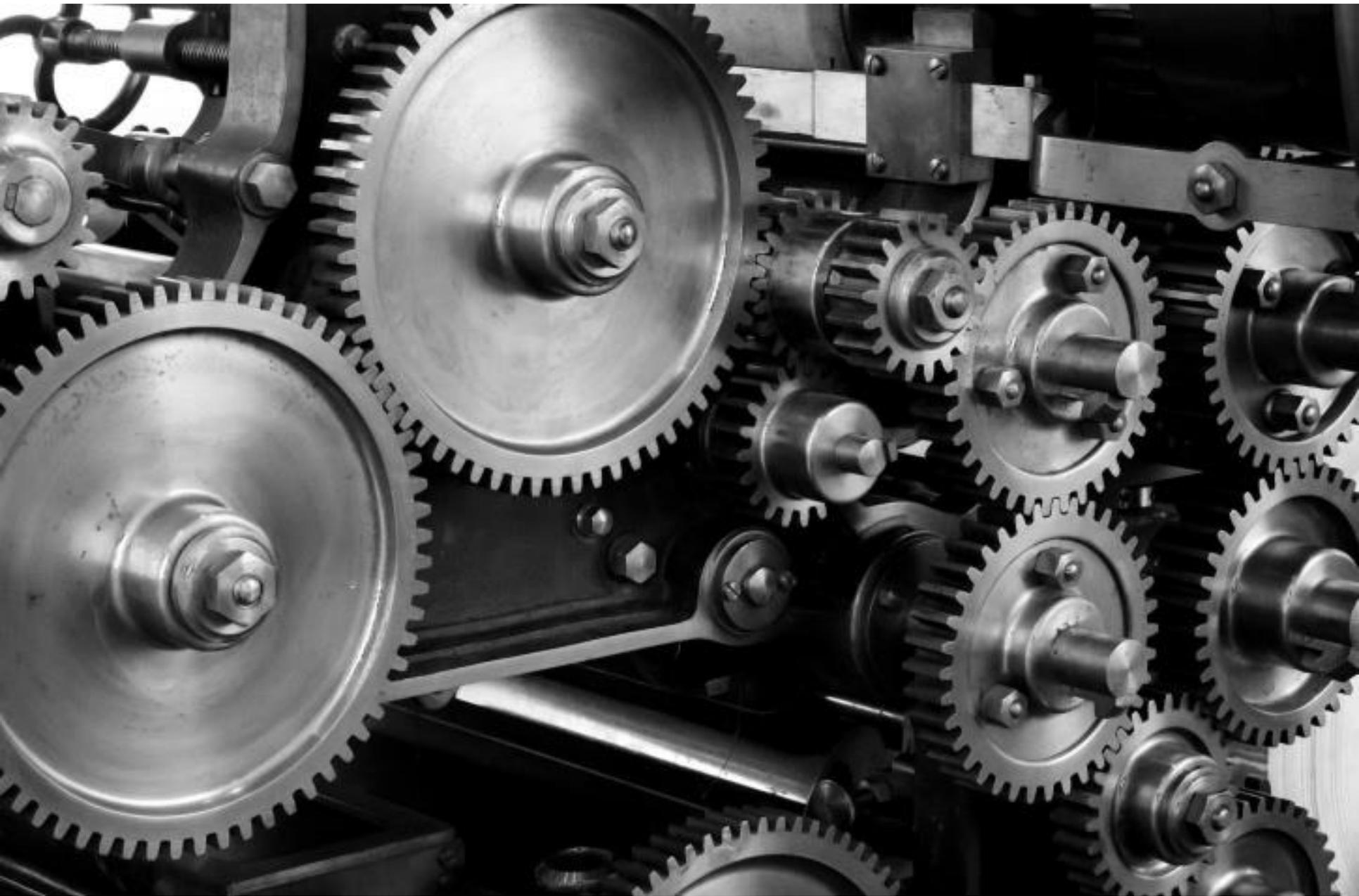
No. 535—The Statesman and Gotham Limited—Sleeping Cars. Sleeping Cars open in Washington 10 00 p.m., except December 15 to December 27, inclusive.

No. 571—The Metropolitan and Buffalo Day Express—Parlor Cafe Car.

No. 575—The Admiral, The Cleveland, Pennsylvania Limited, The Penn Texas, Northern Express and Dominion Express—Buffet Lounge and Sleeping Cars. Cafe Coach.

EXPLANATION OF SIGNS.

- * Daily.
- † Daily, except Sunday.
- ‡ Daily, except Saturday.
- § Sunday only.
- ♭ Stops only on notice to conductor to discharge passengers.
- ♣ Stops only on signal or notice to agent or conductor to receive or discharge passengers.
- ⌘ Saturday only.
- ⌘ Leaves Calvert Station Monday to Friday, except November 24, December 26 and January 2.



Income Statement

All numbers in thousands

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Breakdown	TTM	12/31/2018	12/31/2017	12/31/2016
Total Revenue	13,052,000	11,270,000	7,932,000	3,845,000
Cost of Revenue	6,896,000	5,623,000	4,160,000	2,228,000
Gross Profit	6,156,000	5,647,000	3,772,000	1,617,000
▼ Operating Expenses				
Research Development	4,594,000	1,505,000	1,201,000	864,000
Selling General and Administra...	7,556,000	5,233,000	4,787,000	2,575,000
Total Operating Expenses	14,834,000	8,680,000	7,852,000	4,640,000
Operating Income or Loss	-8,678,000	-3,033,000	-4,080,000	-3,023,000
Interest Expense	653,000	648,000	479,000	334,000
Total Other Income/Expenses Net	535,000	4,889,000	-87,000	117,000
Income Before Tax	-8,577,000	1,312,000	-4,575,000	-3,218,000
Income Tax Expense	-302,000	283,000	-542,000	28,000
Income from Continuing Operatio...	-8,310,000	987,000	-4,033,000	-3,246,000
Net Income	-8,297,000	997,000	-4,033,000	-370,000
Net Income available to common...	-5,732,000	1,938,000	-4,033,000	-370,000
▼ Reported EPS				
Basic	-	1.33	-2.76	-0.25
Diluted	-	1.26	-2.76	-0.25
▼ Weighted average shares outs...				
Basic	-	1,458,714	1,458,714	1,458,714
Diluted	-	1,525,531	1,525,531	1,525,531
EBITDA	-	2,386,000	-3,586,000	-2,537,000

Income Statement

All numbers in thousands

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Diluted	-	1,525,531	1,525,531	1,525,531
EBITDA	-	2,386,000	-3,586,000	-2,537,000



Photo Source: <https://www.okinawa.marines.mil/Photos/igphoto/2001287189/>

Really?





It's Called Management



Management vs. Leadership

- Management/Admin:
 - Marked by efficiency
 - Rational
- Leadership
 - Marked by effectiveness

Management vs. Leadership

- Management/Admin:
 - Marked by efficiency
 - Rational
- Leadership
 - Marked by effectiveness
 - Emotional/caring

FROM THE AUTHOR OF THE
WALL STREET JOURNAL BESTSELLER
HUG YOUR CUSTOMERS

HUG YOUR PEOPLE

THE PROVEN WAY TO HIRE,
INSPIRE AND RECOGNIZE
YOUR EMPLOYEES AND
ACHIEVE REMARKABLE RESULTS

JACK MITCHELL

CEO, Mitchells/Richards/Marshy

"A lot of leaders talk about this. See what happens when you actually do it."
—from the foreword by SIMON SINEK, author of *Leaders Eat Last*

Everybody MATTERS

The Extraordinary Power *of* Caring for
Your *PEOPLE* Like *FAMILY*



BOB CHAPMAN

CEO of BARRY-WEHMILLER

RAJ SISODIA

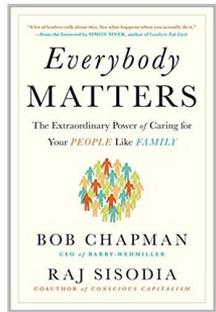
COAUTHOR of *CONSCIOUS CAPITALISM*

Chapman's Epiphany



Leadership is Stewardship

Chapter 4

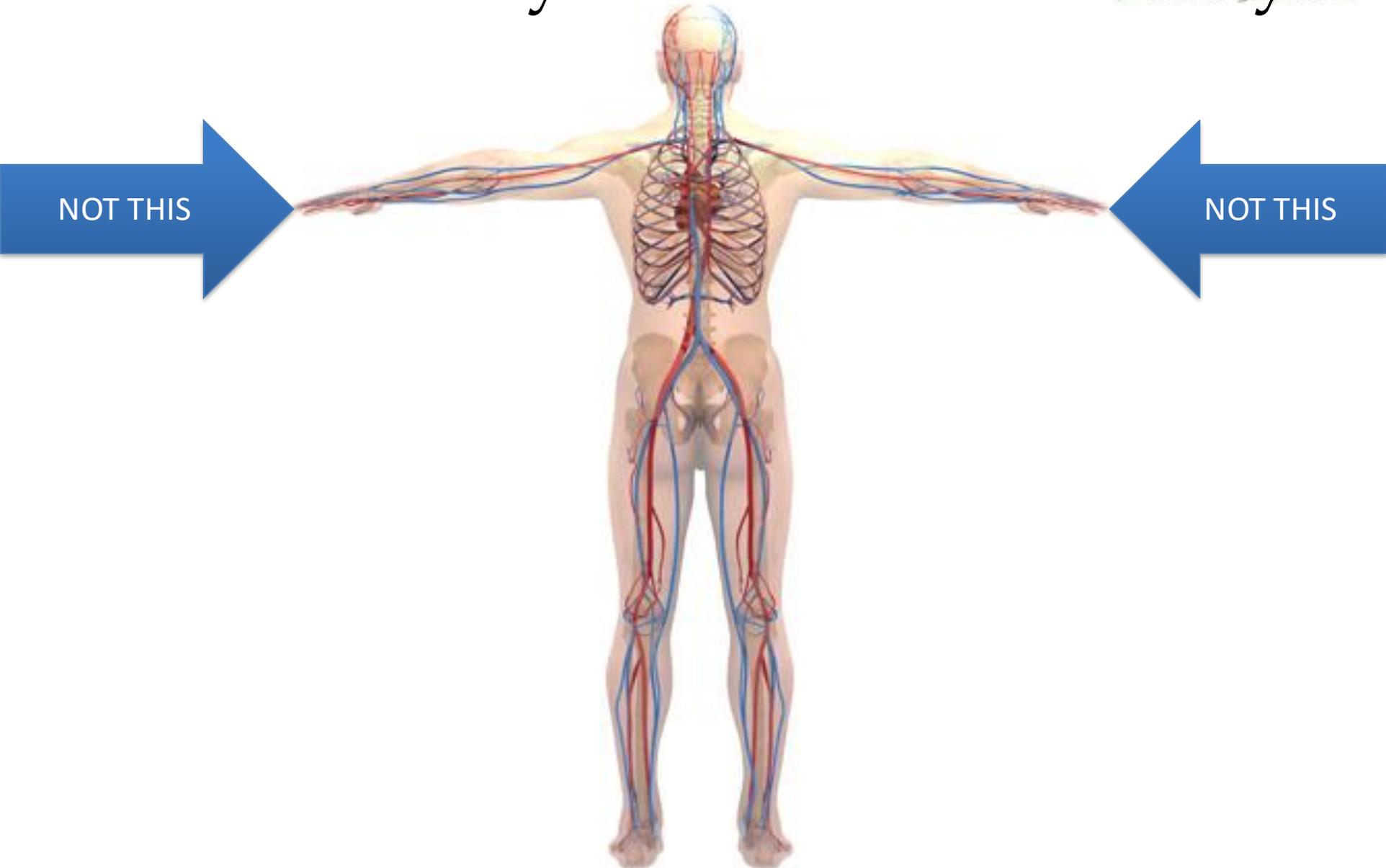


Chapman's Epiphany

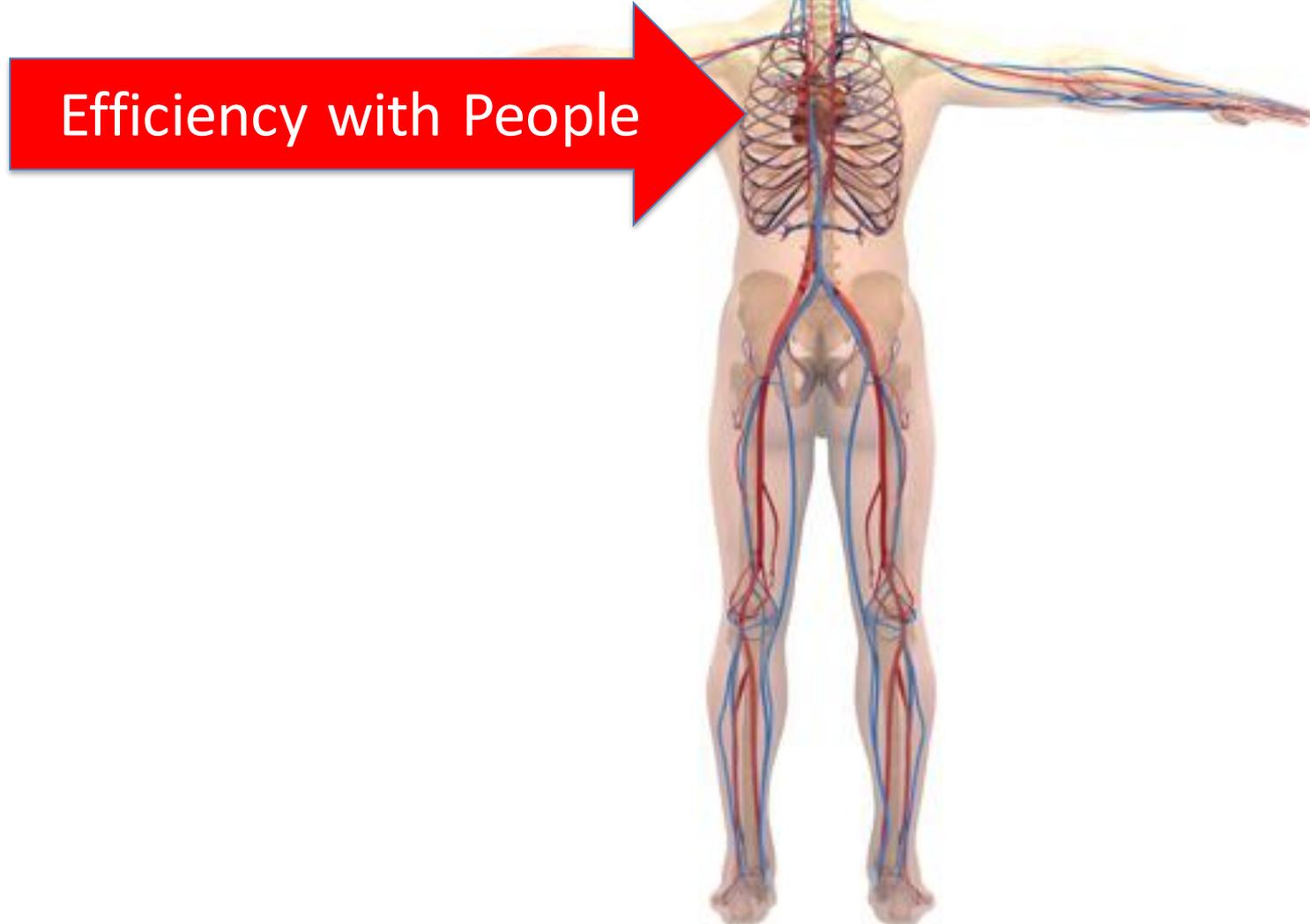
- At a Wedding:
 - “I thought to myself, ‘...each and every one of them is somebody’s precious child’” (pp. 66-67)



The Anatomy of Human Efficiency

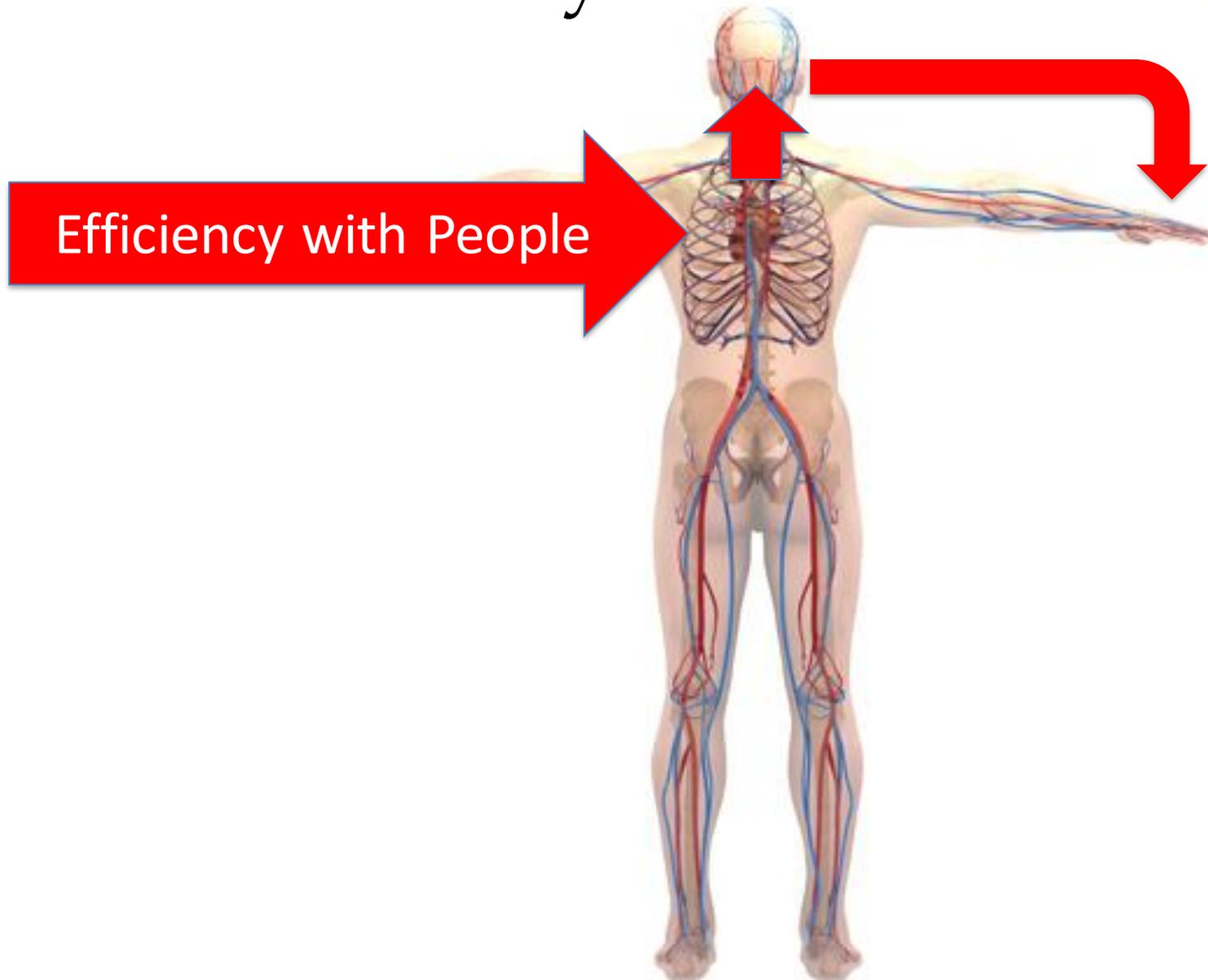


The Anatomy of Human Efficiency



Efficiency with People

The Anatomy of Human Efficiency



Management vs. Leadership

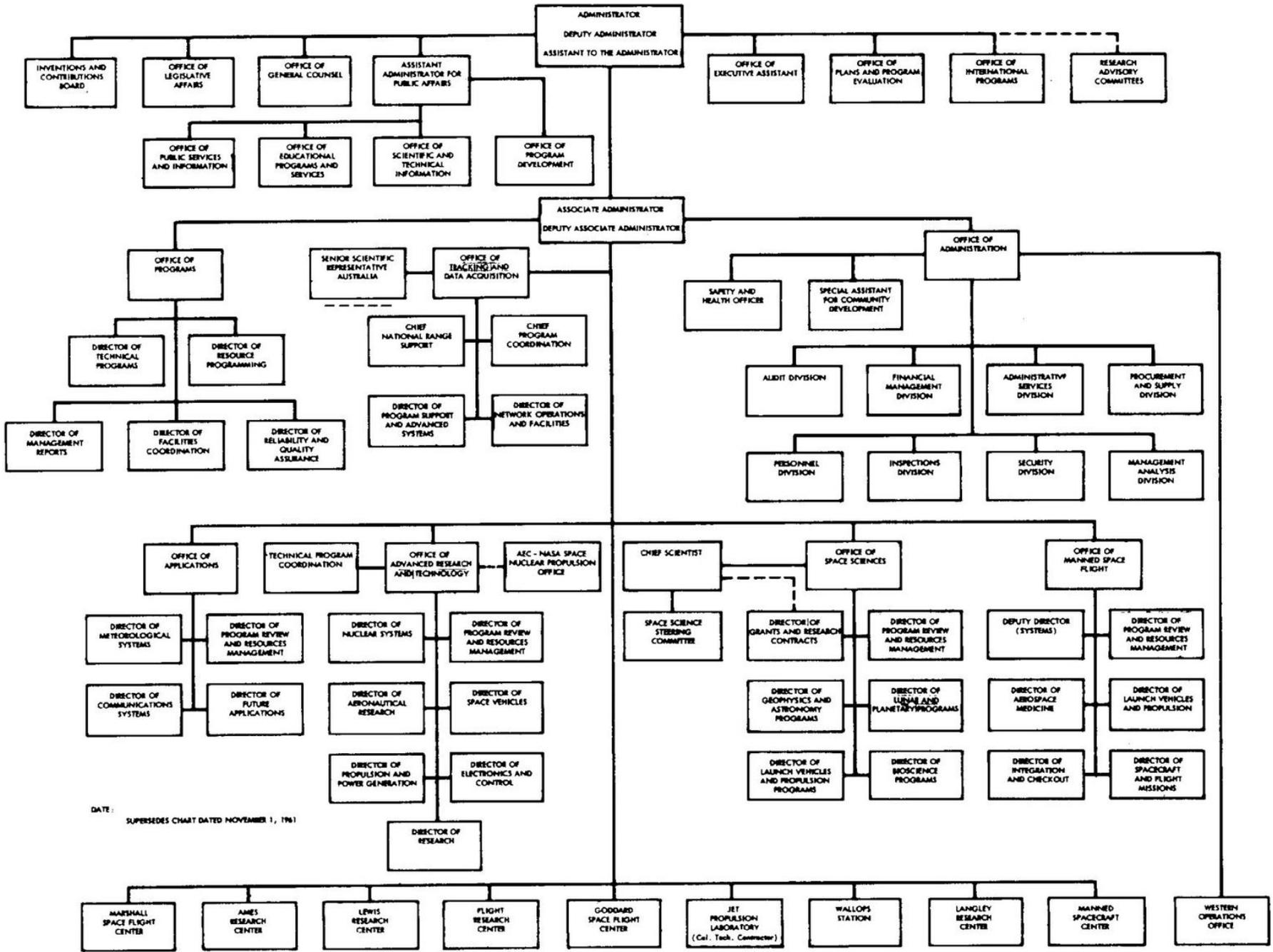
- Management/Admin:
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Management vs. Leadership

- Management/Admin:
 - Marked by efficiency
 - Rational
 - Seeks order
- Leadership
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A woman wearing a dark grey pinstriped suit jacket over a white collared shirt and a necklace with a square pendant. She is holding a white rectangular sign with a brown border. The sign contains the word "MANAGER" in a large, black, serif font.

MANAGER

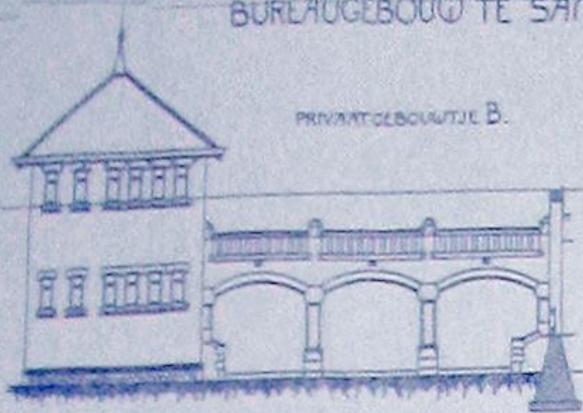


DATE: SUPERSEDES CHART DATED NOVEMBER 1, 1961

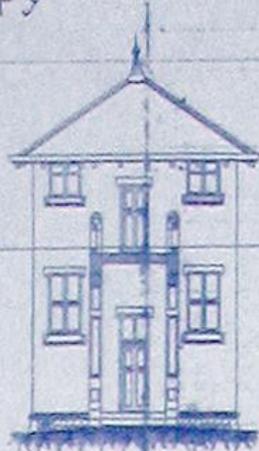
NED. IND. SPOORWEGMAATSCHAPPY

BUREAUGEBOUW TE SAMARANG.

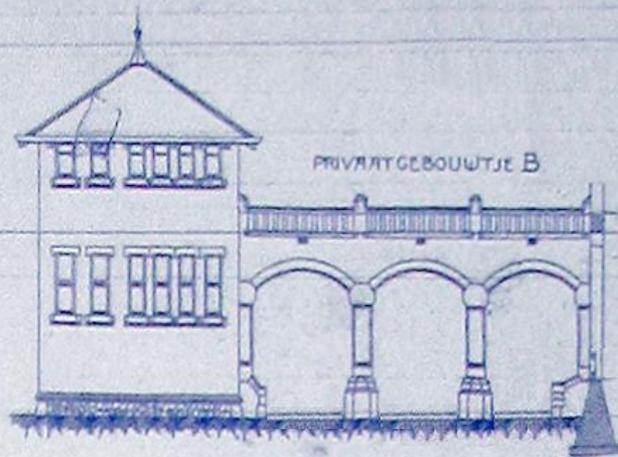
PRIVAATGEBOUWTJE B.



ZYGEVEL.

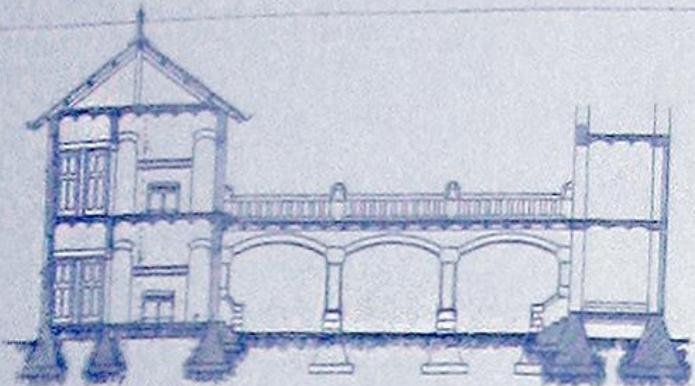


VOORGEVEL.

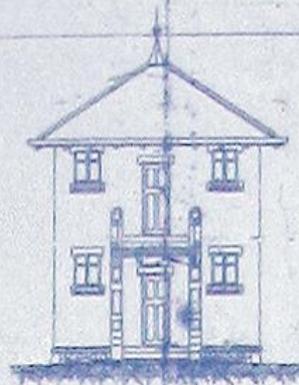


PRIVAATGEBOUWTJE B.

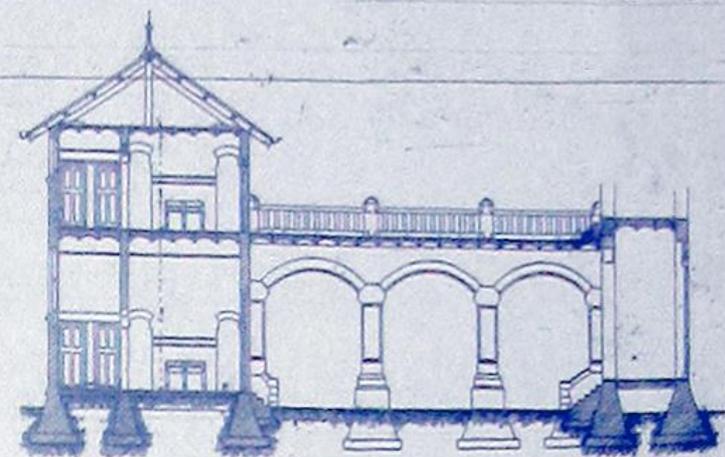
ZYGEVEL.



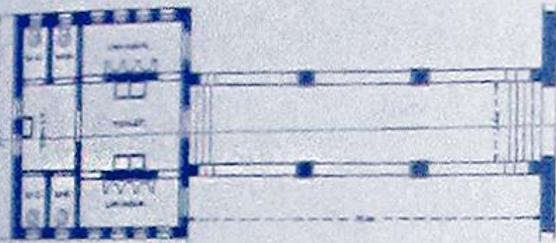
DOORSNEDE.



VOORGEVEL.



DOORSNEDE.



PLAN

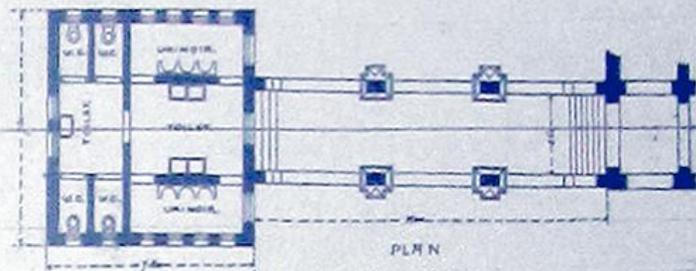
SCHAAL 1:100



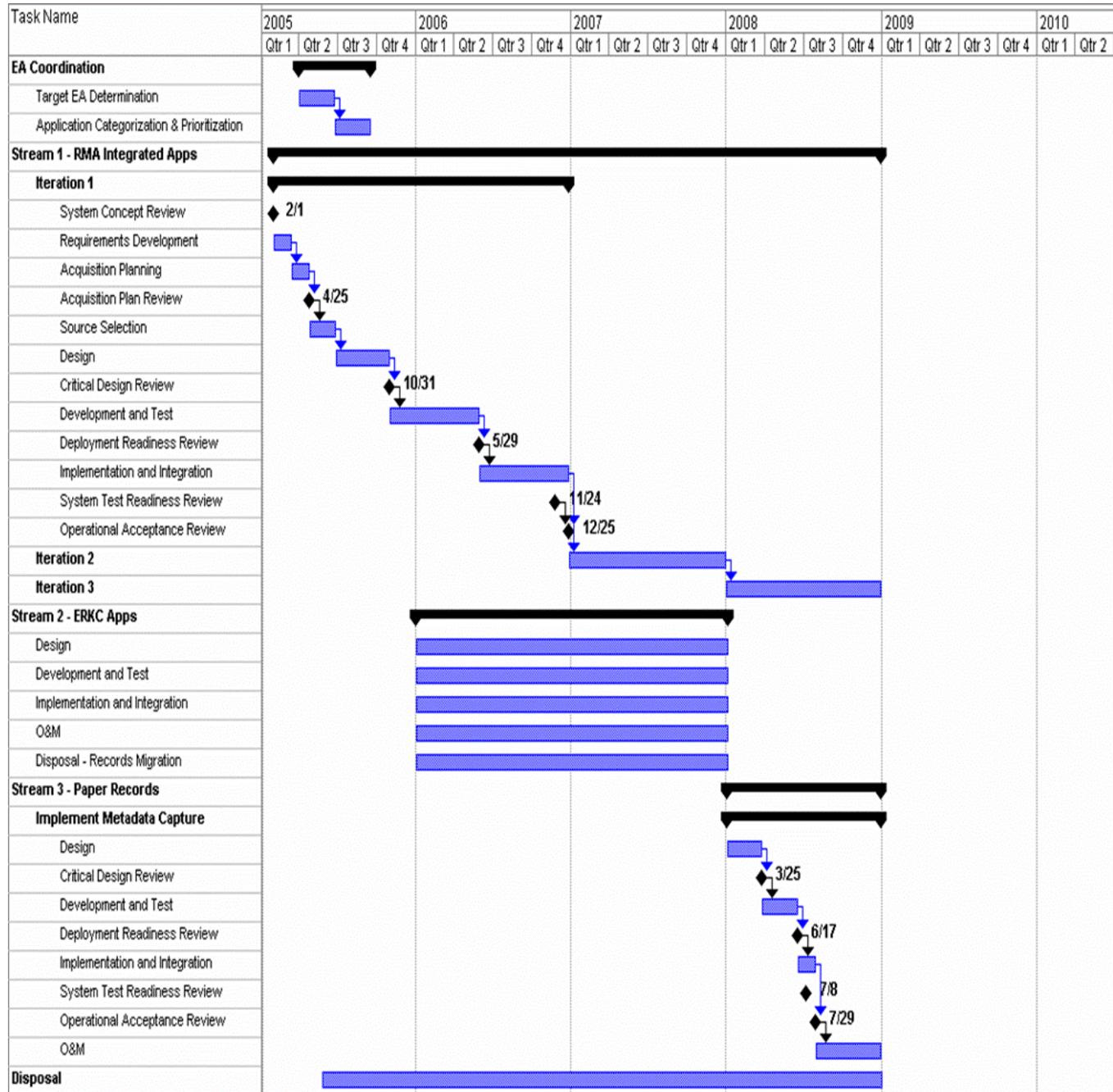
AMSTERDAM FEBRUARI 1902

J. van der ...
J. ...

ARCHITECTEN.



PLAN



Income Statement All numbers in thousands

🔒 Get access to 15+ years of historical data with Yahoo Finance Premium. [Learn more](#)

Breakdown	TTM	9/29/2019	9/29/2018	9/29/2017	9/29/2016
Total Revenue	259,034,000	260,174,000	265,595,000	229,234,000	215,639,000
Cost of Revenue	160,871,000	161,782,000	163,756,000	141,048,000	131,376,000
Gross Profit	98,163,000	98,392,000	101,839,000	88,186,000	84,263,000
∨ Operating Expenses					
Research Development	15,857,000	16,217,000	14,236,000	11,581,000	10,045,000
Selling General and A...	17,883,000	18,245,000	16,705,000	15,261,000	14,194,000
Total Operating Expe...	33,740,000	34,462,000	30,941,000	26,842,000	24,239,000
Operating Income or L...	64,423,000	63,930,000	70,898,000	61,344,000	60,024,000
Interest Expense	3,634,000	-	3,240,000	2,323,000	1,456,000
Total Other Income/Exp...	76,000	1,807,000	2,005,000	2,745,000	1,348,000
Income Before Tax	66,031,000	65,737,000	72,903,000	64,089,000	61,372,000
Income Tax Expense	10,336,000	10,481,000	13,372,000	15,738,000	15,685,000
Income from Continuing...	55,695,000	55,256,000	59,531,000	48,351,000	45,687,000
Net Income	55,695,000	55,256,000	59,531,000	48,351,000	45,687,000
Net Income available to ...	55,695,000	55,256,000	59,531,000	48,351,000	45,687,000
∨ Reported EPS					
Basic	-	-	12.01	9.27	8.35
Diluted	-	-	11.91	9.21	8.31
∨ Weighted average sha...					
Basic	-	-	4,955,377	5,217,242	5,470,820
Diluted	-	-	5,000,109	5,251,692	5,500,281
EBITDA	-	76,477,000	81,801,000	71,501,000	70,529,000

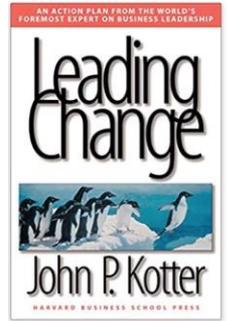
Management vs. Leadership

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 - Rational
 - Seeks order
- Leadership
 - Marked by effectiveness
 - Emotional/caring

Management vs. Leadership

- Management/Admin:
 - Marked by efficiency
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 - Seeks order
- Leadership
 - Marked by effectiveness
 - Emotional/caring
 - Seeks change

Order vs. Change



- “Management is about coping with complexity. Leadership is about coping with change” (Kotter, 1990, p. 104).



Management vs. Leadership

- Management/Admin:
 - Marked by efficiency
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 - Seeks order
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 - Seeks change

Management vs. Leadership

- Management/Admin:
 - Marked by efficiency
 - Rational
 - Seeks order
 - Focused on the present
- Leadership
 - Marked by effectiveness
 - Emotional/caring
 - Seeks change

Management vs. Leadership

- Management/Admin:
 - Marked by efficiency
 - Rational
 - Seeks order
 - Focused on the present
- Leadership
 - Marked by effectiveness
 - Emotional/caring
 - Seeks change
 - Vision for the future

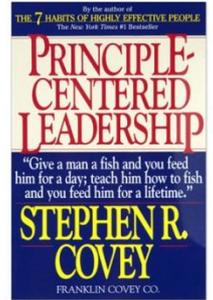
Shared Vision



“If you want to build a ship, don’t drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea.”

– Antoine de St. Exupery

Shared Vision



- “The lack of shared vision and values is the seed bed of almost all other problems” (Covey, 1991, p. 166).

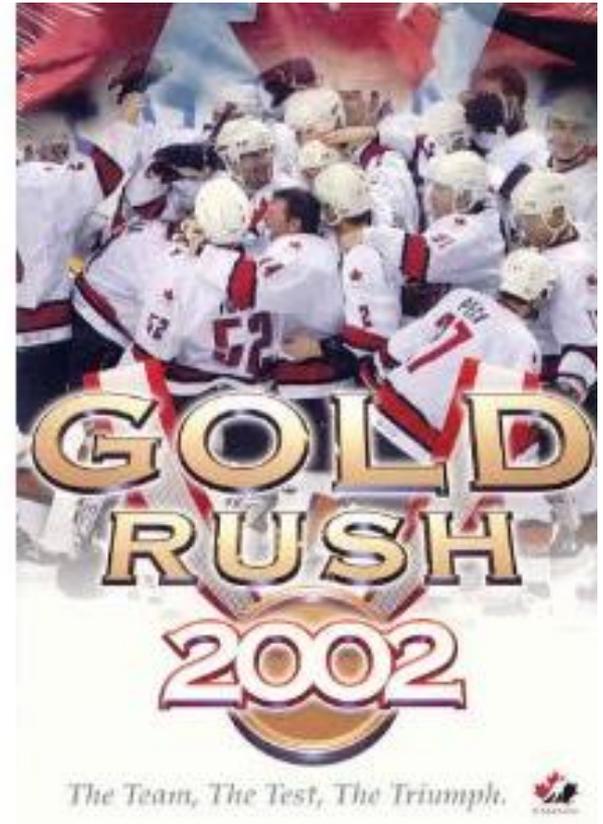




Shared Vision

“What did Gretzky’s hidden looney communicate to his players? That Canada owned the ice at the Games. He could have told his players they should not worry about the United States home advantage—that they had invented this game and had played it longer. He might have reminded them of the superior technical abilities. But he didn’t. He simply whispered in the first team meeting of the secret looney buried under the center ice, which meant Canada owned the ice.”

(Gostick, A. R. & Elton, 2006, pp. 96-97)

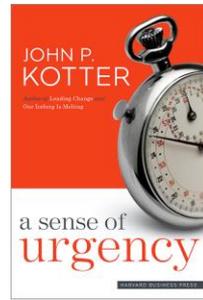




Shared Vision



Shared Vision



- “History is filled with examples that support this conclusion. Martin Luther King Jr. did not reduce anger among blacks and contentment or anxiety among whites by announcing on the Washington Mall, “I have a strategic plan.” (Kotter, 2010, p. 46)



Management vs. Leadership

- Management/Admin:
 - Marked by efficiency
 - Rational
 - Seeks order
 - Focused on the present
- Leadership
 - Marked by effectiveness
 - Emotional/caring
 - Seeks change
 - Vision for the future

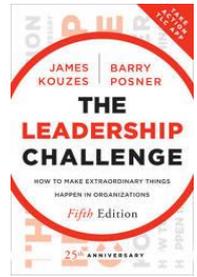
Management vs. Leadership

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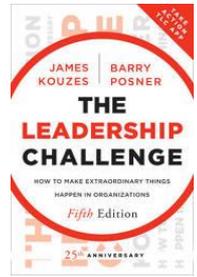
Relationship



Healthy Organizational Relationship

- Positive to negative interaction ratio > 3:1 (p. 295).

Relationship



Healthy Organizational Relationship

- Positive to negative interaction ratio $> 3:1$ (p. 295).
- In marriage: $> 5:1$



John Gottman: The Magic Relationship Ratio



Three Things
Argument

Management vs. Leadership

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Management vs. Leadership

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 - Power from data
 - Carrots and sticks
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 - Power from relationship



Boss



Boss



Employee

Power

5 Bases of Power

- Legitimate
- Coercive
- Reward
- Expert
- Referent

Power

5 Bases of Power

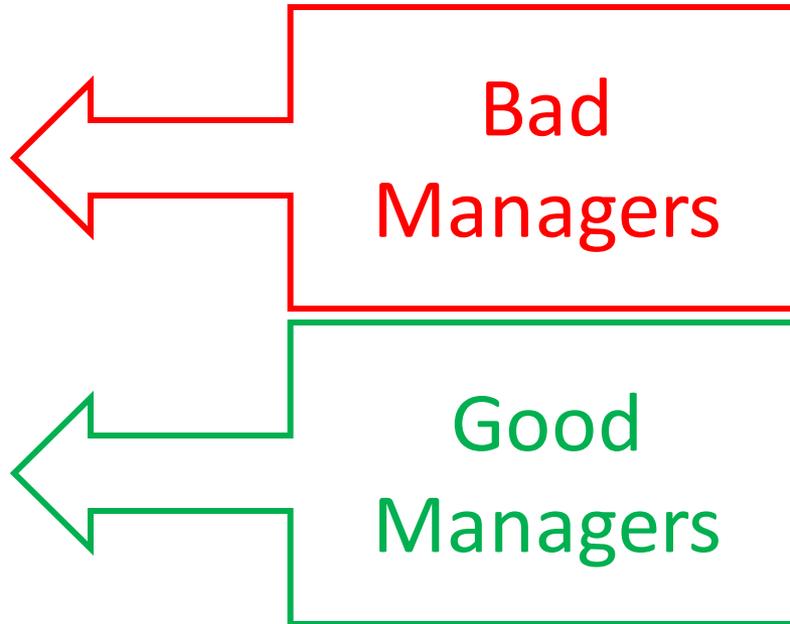
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5 Bases of Power

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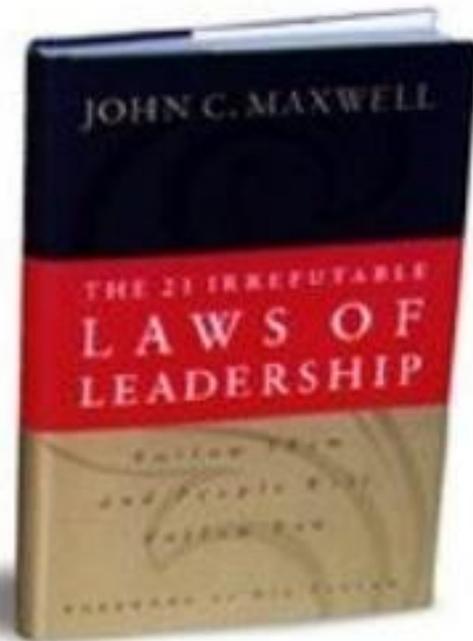


Management vs. Leadership

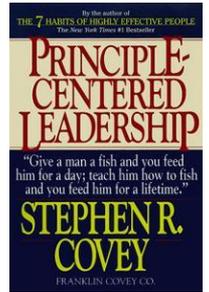
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 - Vision for the future
 - Power from relationship
 - Influence

“leadership is
influence
nothing more,
nothing less”

John C Maxwell



Influence



- “Until people feel that you understand them, they will not be open to your influence” (Covey, 2003, p. 123).

Management vs. Leadership

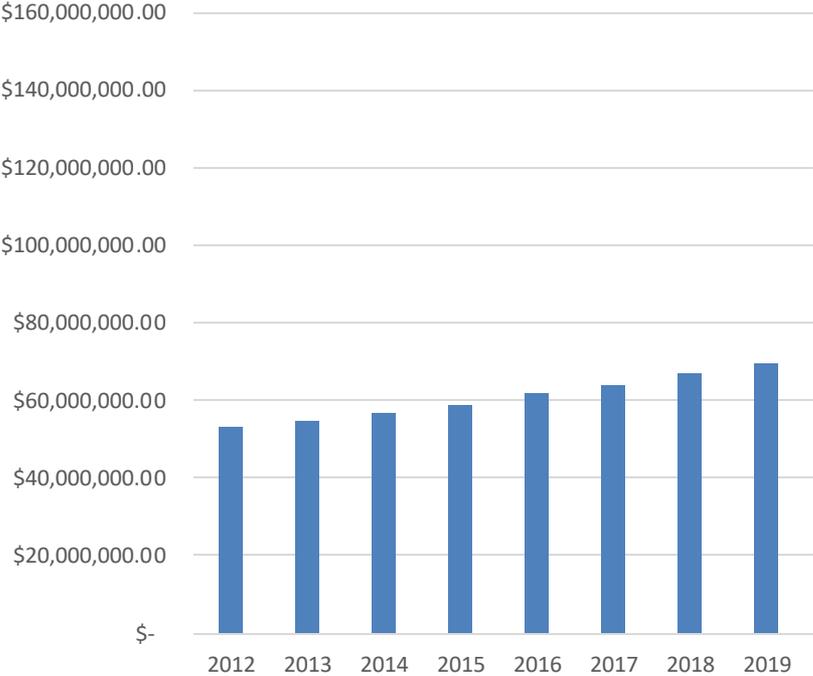
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Management vs. Leadership

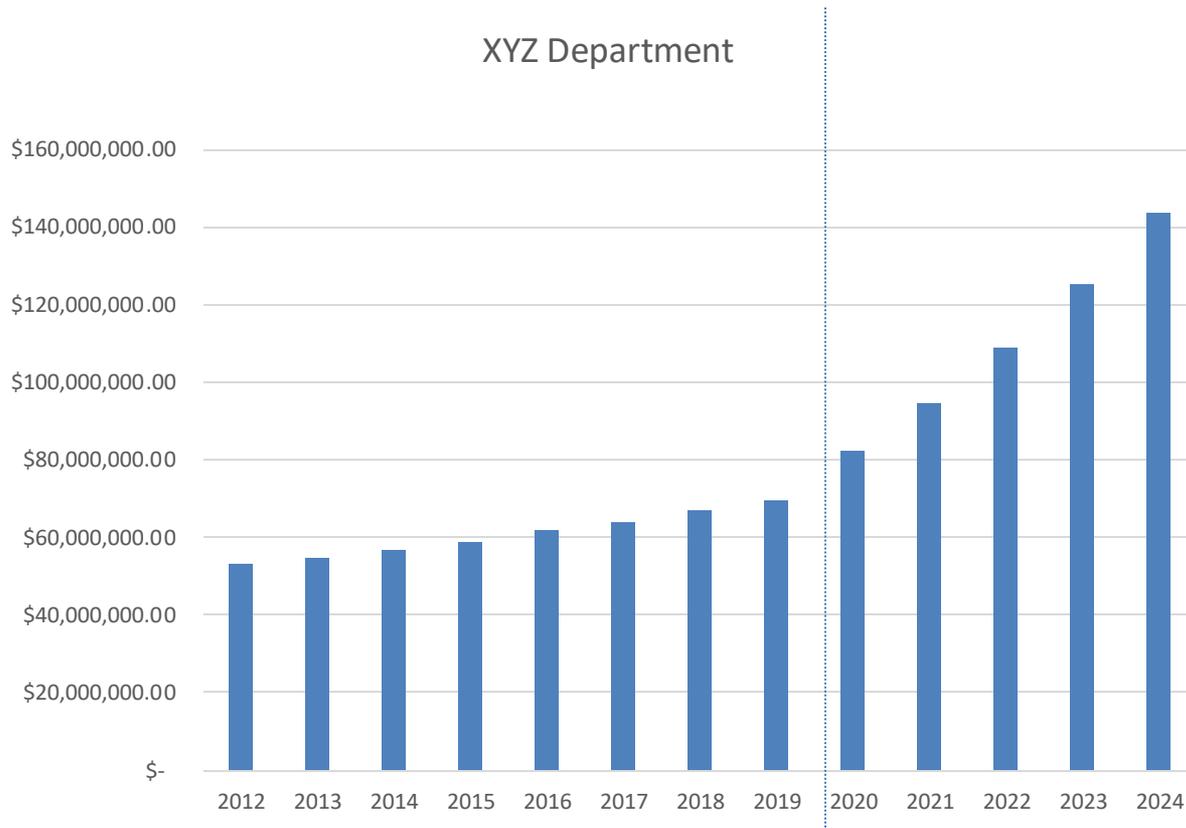
- Management/Admin:
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 - Focused on the present
 - Power from data
 - Carrots and sticks
 - Production from people
- Leadership
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Production and People

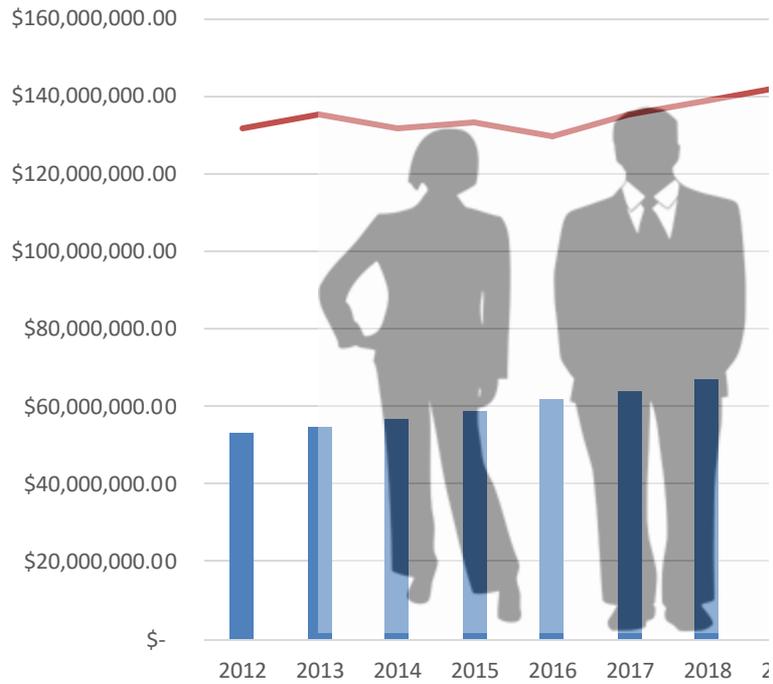
XYZ Department



Production and People

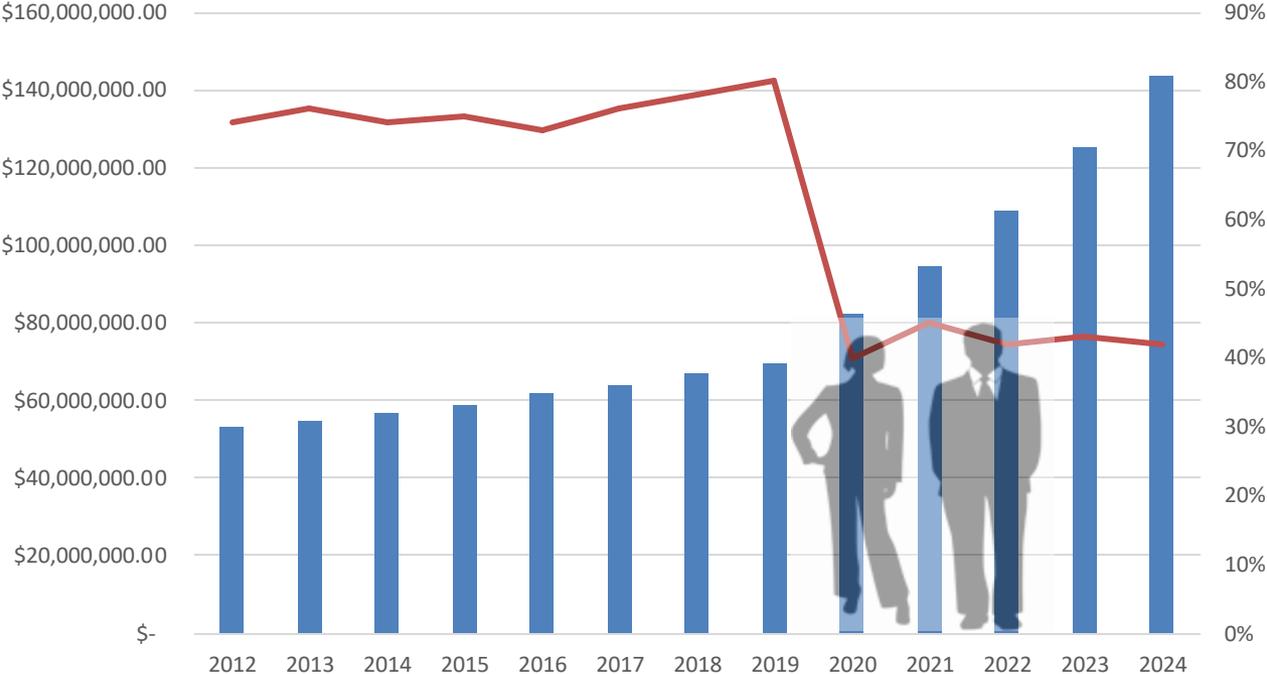


XYZ Department

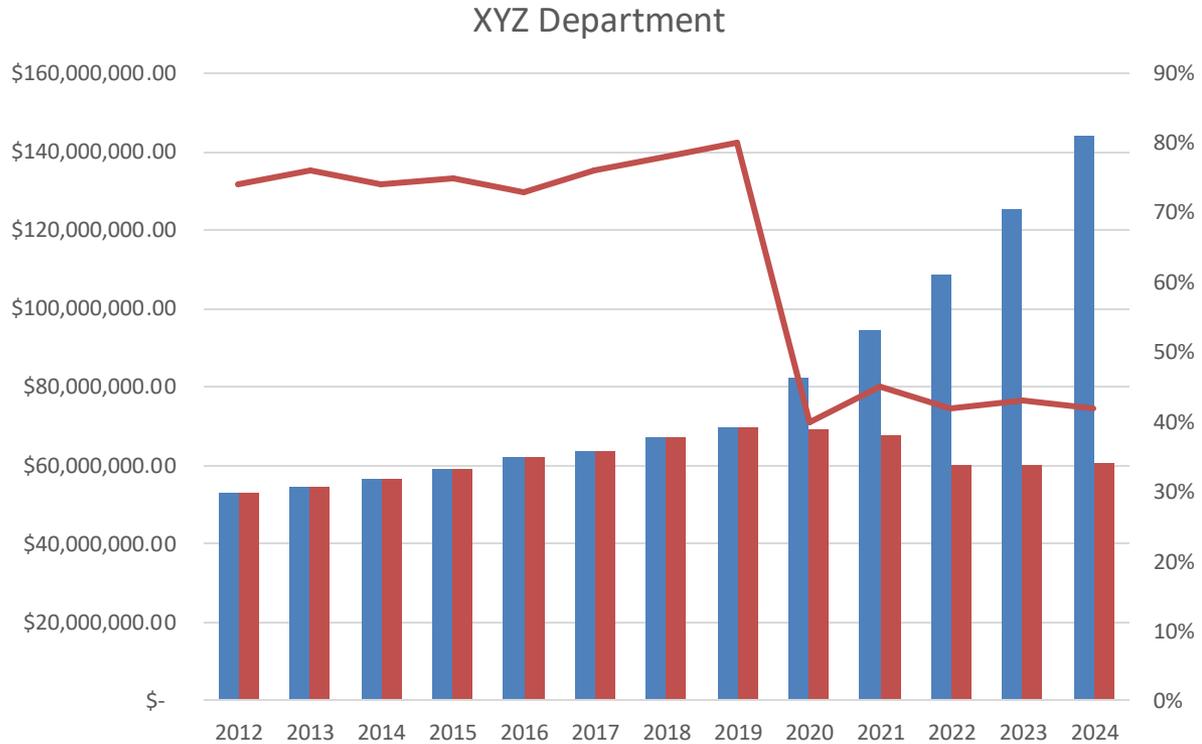


Production and People

XYZ Department



Production and People



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 - Power from relationship
 - Influence
 - Growth of people

Thought Experiment

Leadership



- Tell me about the best leader you've ever followed.



Leadership



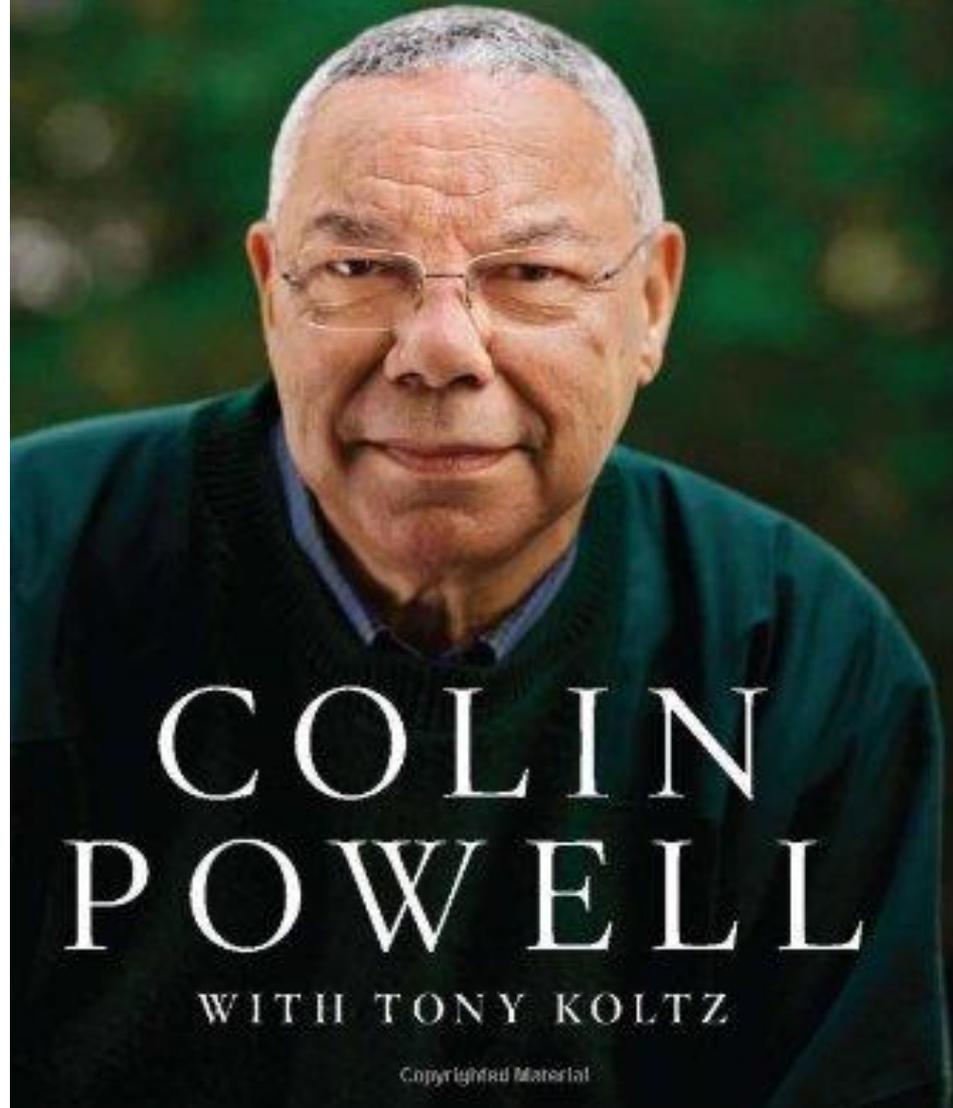
No one said anything that looked like this:



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In Life and Leadership

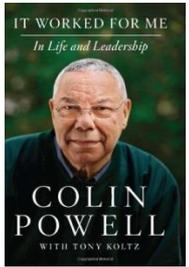


COLIN
POWELL

WITH TONY KOLTZ

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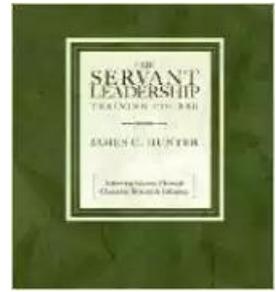
Leadership and Growth



- **Trust your People** (pp. 73-76).
 - George W. Bush was preparing for a trip to Mexico.
 - Powell explained the two junior Mexico desk officers would brief the president.



Leadership and Growth



- “The ultimate test of your leadership is this: When people leave, are they better than when they got there?” (Hunter, 2006)

Management vs. Leadership

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Management vs. Leadership

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 - Influence
 - Growth of people
 - Commitment and Buy-in



How to Become the Kind of Leader You Would Want to Follow

LEAD

17 Things Every Successful Leader Says Every Day

BY PETER ECONOMY @BIZZWRITER

Great leaders know that their words have a powerful effect on their employees. You can go from good to great by using these phrases regularly.



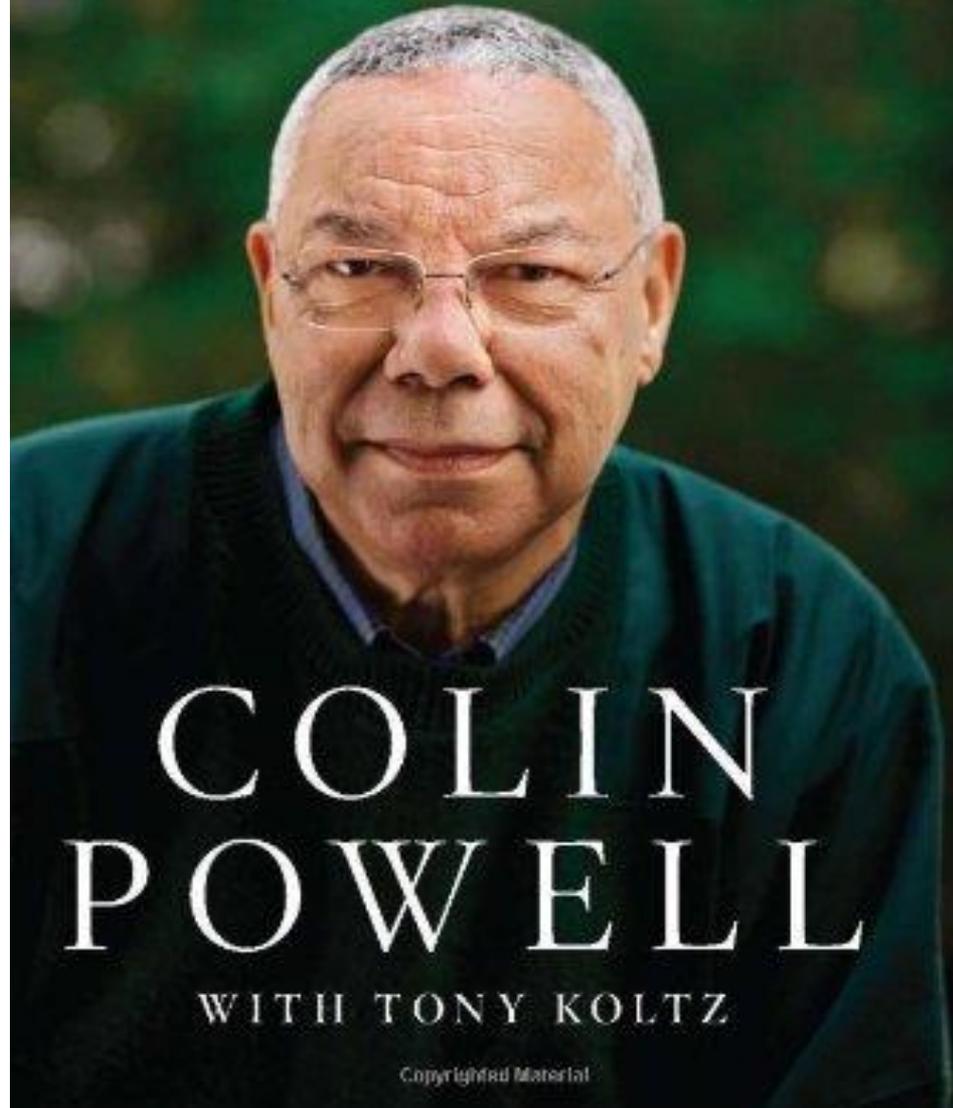
5.3k SHARES



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In Life and Leadership



COLIN POWELL

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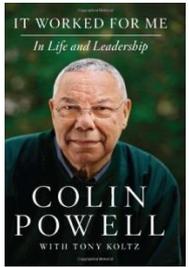
P1

P1

P1

P1

Real Leadership



- In the State Department Garage:
 - “Mr. Secretary,” one of them said, “it kind of goes like this. When you drive in, if you lower the window, look out, smile, and you know our name, or you say ‘Good morning, how are you?’ or something like that, you’re number one to get out. But if you just look straight ahead and don’t show you even see us or that we are doing something for you, well, you are likely to be one of the last to get out” (pp. 46-47).

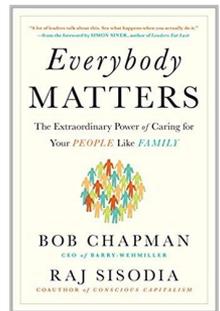
Real Leadership

- “It takes five seconds to smile and be nice. It takes the same time to be a jerk. So smile and be nice.”

-Peyton Manning

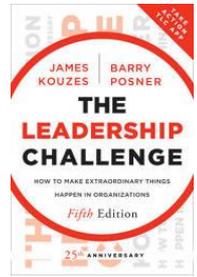


Real Leadership



- “We often say in our organization that we've paid people for their hands for years, but they would've gladly given us their heads and hearts for free if we'd only known how to ask” (p. 177).

Real Leadership



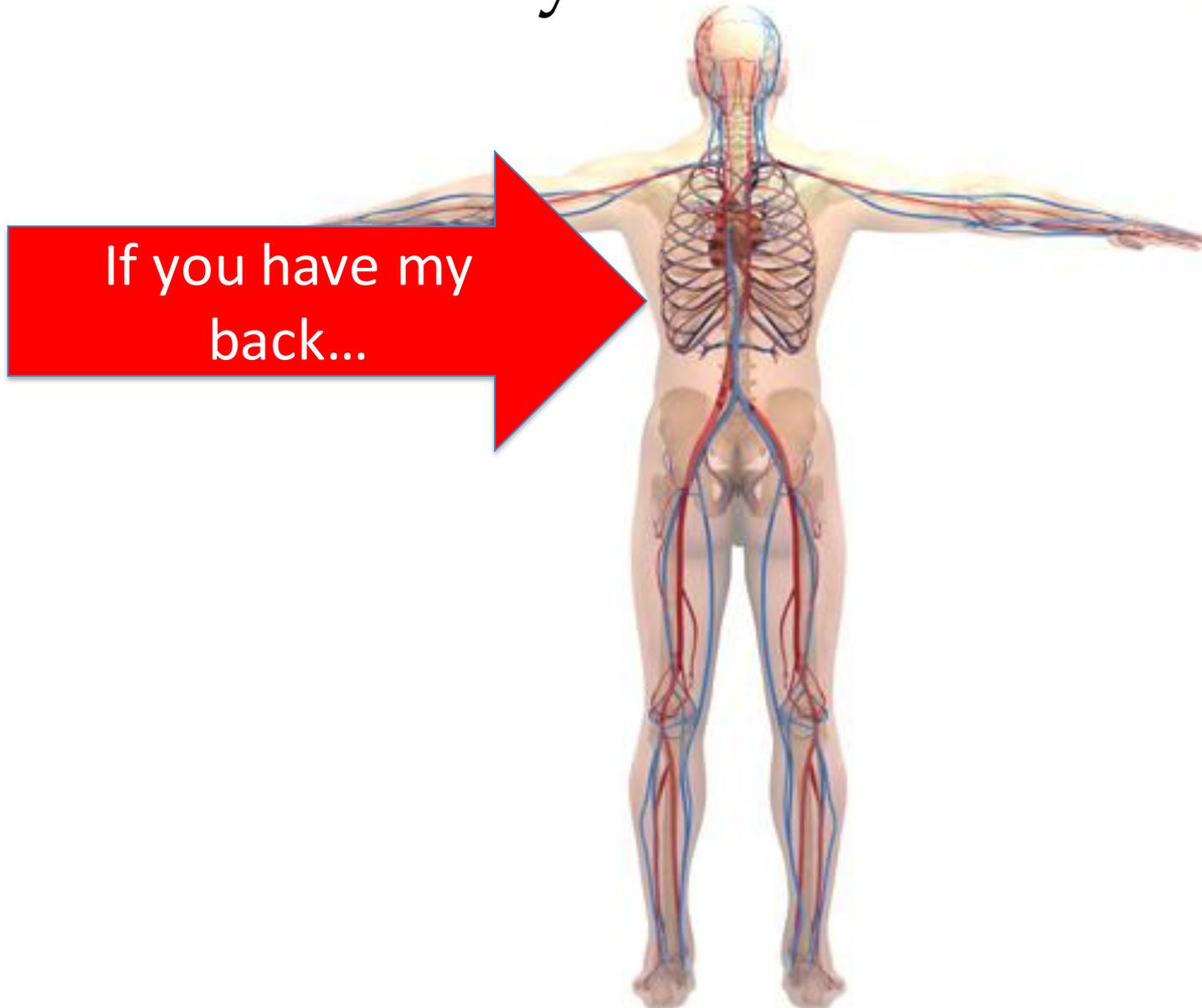
What People Look for and Want In their Leaders (p. 33)

- Honest
- Forward Looking
- Competent
- Inspiring (p. 35)

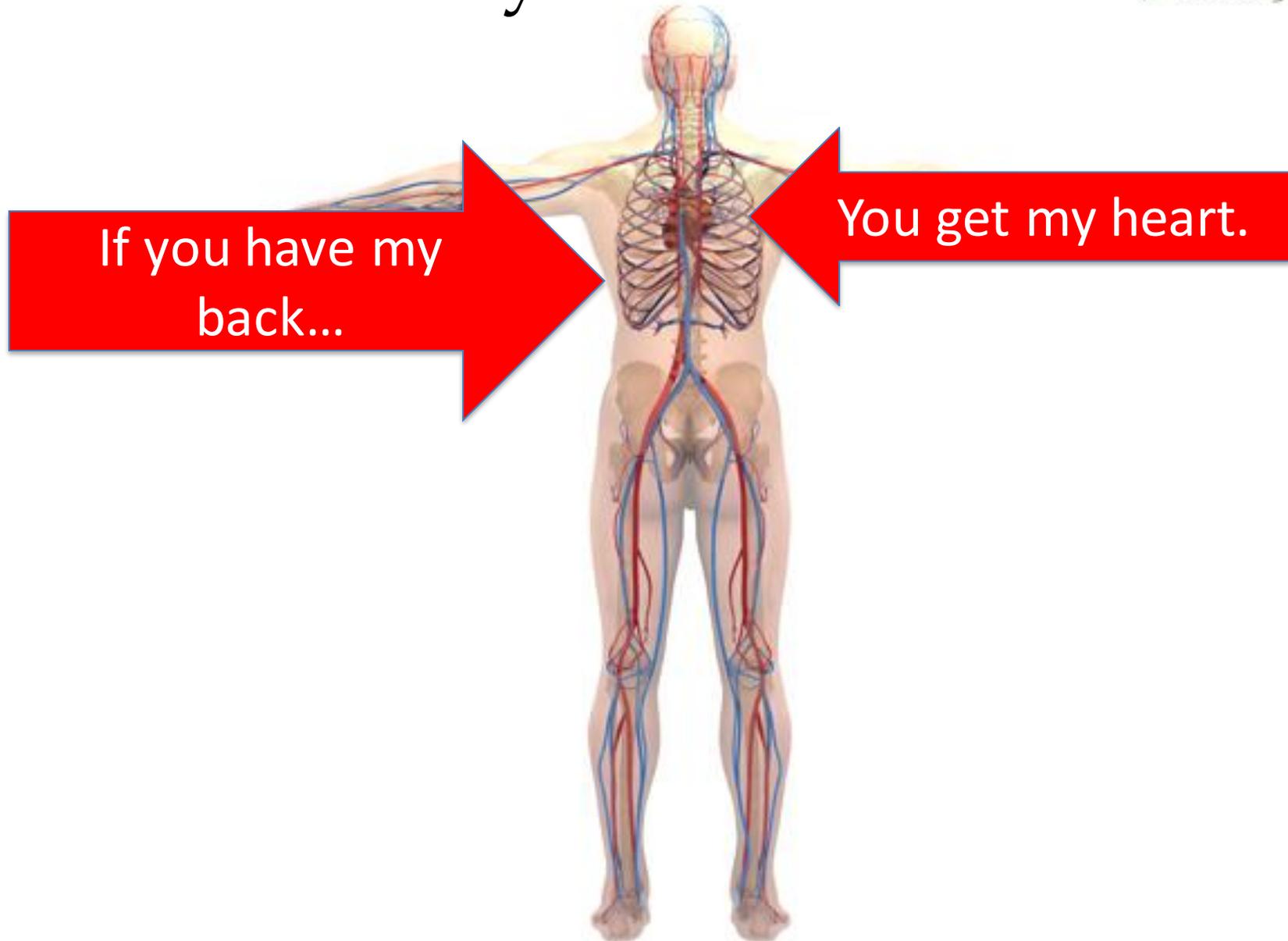
The Anatomy of Human Efficiency



The Anatomy of Human Efficiency



The Anatomy of Human Efficiency



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online and in the classroom on campus. Courses are offered designed with the actions of an employer



Darin Gerdes, Ph.D.

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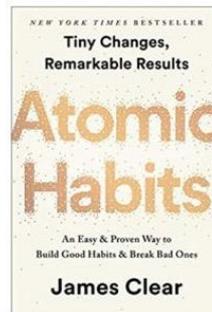
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CHANGE, MOTIVATION, SUCCESS

This is Why You Didn't Change

Last week I covered [James Clear's 4-step process to building a habit](#): cue, craving, response, and reward (from his excellent book, *Atomic Habits: An Easy and Proven Way to Build Good Habits and Break Bad Ones*). (#ad)



"Often leadership is reduced to motivation, as if people are like hot-air balloons that need to be continually pumped up with motivation in order to function. However . . . people are more like compasses that naturally point to magnetic North unless interfered with by lesser metallic objects"
-Darin Gerdes

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