

by Bella L. Galperin, Ph.D.

With the beginning of a new season, it's time to get your cold weather gear out of your closet whether your intention is to support our hockey team by wearing a hockey jersey of the Tampa Bay Lightning or sharpening your ice skates to enjoy a leisurely skate at one of our local rinks. For those who are interested in playing the sport, it's important to make sure all the necessary gear is in the hockey bag — a pair of skates, a stick with a replacement blade, tape, gloves, helmet and other protective gear such as a mouth guard, elbow pads, shin guards, shoulder pads, neck guard and pants.

How about those who enjoy practicing leadership? What type of gear would you find in your leadership “hockey bag”? At the fall TECO Energy Center for Leadership Speaker Series that had the pleasure to host Steve Griggs, chief operating officer of Tampa Bay Sports and Entertainment (TBSE). The organization's subsidiaries include the Tampa Bay Lightning, a National Hockey League (NHL) team; the Tampa Bay Storm, an Arena Football League (AFL) team; and the Tampa Bay Times Forum. According to Griggs, leaders need the right equipment to succeed. He noted, “I played hockey; always have, still do. When you play hockey, you need to have the right gear in your bag and you put on all your equipment. Just like in leadership, you get the right equipment.” In his analogy, he stated that a leader's “hockey bag” contains the following:

Compelling vision and values: Griggs explained that a world-class organization must have a compelling vision and intrinsic values. When the vision and values are convincing, people are more likely to accept the organizational culture. Griggs recalled earlier in his career he bought into the vision of Richard Peddie, president and CEO of Maple Leaf Sports and Entertainment.

During the presentation, Griggs displayed obvious passion for the vision at TBSE. He remembered current owner of the Tampa Bay Lightning Jeffrey Vinik's dreams about bringing another Stanley Cup to the Tampa Bay area. At TBSE, the vision became “a world class organization winning at the highest level and unifying Tampa Bay through the power of Lightning hockey and legendary events.” The values include excellence, innovation, competitiveness, respectfulness, relentlessness and authenticity.

Communication: According to Griggs, effective two-way communication solves 80 percent of all problems. When Griggs worked at Maple Leaf Sports & Entertainment there was good communication despite the lack of email at the time. Similarly, TBSE also stresses effective communication. Griggs emphasized the importance of timely and plentiful communication.

Developing people: Griggs feels that leadership is about developing people, and a leader must develop and challenge subordinates daily. Despite the high sales that Griggs achieved, he noted, “I want to be remembered for the people that have trained.” Griggs is glad that the people whom he developed in the past have advanced in their careers.

Authentic talk: Griggs recalled that Richard Peddie used to walk the building every night, picking up trash and talking to employees. He noted that when subordinates see their leader doing the extra effort, they will more likely go beyond the call of duty. Griggs “Leadership isn't about demanding authority, it's about playing a team,” Griggs said. “Like in hockey, I'm willing to go to that corner and fight for that puck, just like anyone else. It doesn't matter if I'm a first-liner, second-liner or a fourth-liner. Leading the talk is very important.”

Recognition: Griggs makes the effort to reward immediate and specifically by using personal communication and emotion. Since people enjoy recognition and reward regardless of their organizational position, Griggs acknowledges everyone.

Being a cheerleader: Being a cheerleader is essential for leadership. People need to first believe in their organization before promoting its beliefs and values to others. “Tod Liewicki, my boss, is probably one of the most charismatic leaders I've ever meet. He energizes our organization,” Griggs noted. During the presentation, it was evident that Griggs is a cheerleader who is committed to the excellence of the organization.

Griggs admitted that he does not have all the necessary items in his leadership hockey bag and needs to rely on others to accomplish the organizational goals. He is determined to make the effort to improve himself and to challenge others to develop

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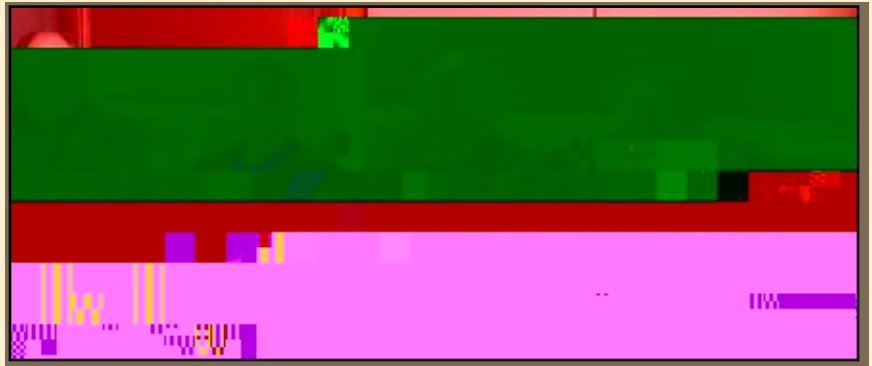
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America's Top Directors Step into the Spotlight at the Seventh Annual Florida Directors' Institute

On Oct. 28, 2011, the Sykes College of Business held its seventh annual Florida Directors' Institute program in partnership with Hill Ward Henderson and Ernst & Young LLP. The institute delivers short programs with seasoned perspectives on best boardroom practices, with a focus on practical real-life solutions. The institute is designed for directors of publicly traded and significant private corporations.



David D. Dyer, Jerry Fowden, Brian D. Jellison and John B. Ramil discuss "Gaining Strategic Value from Your Board of Directors" during the lunch panel.

This highly regarded program was attended by over 150 individuals spanning the country from Florida, Louisiana, Michigan, South Carolina, Virginia and California. Additionally, many of Tampa's most significant public companies such as HSN Inc., Jabil Circuit, Raymond James, TECO Energy Inc. and Tech Data Corporation were able to participate.

The 2011 sponsors included TECO Energy, Korn/Ferry International, Raymond James, A.D. Dunn & Crutcher LLP, niri Central Florida Chapter, RR Donnelley, Florida Trend, NASDAQ OMX, Florida Venture Forum and NACD Florida Chapter. These partners are integral to the institute's success, helping to bring world-class speakers and promoting the event to clients and colleagues.

For more information on the Florida Directors' Institute, please visit www.ut.edu/floridadirectorsinstitute/ or contact (813) 257-3782.