

WHAT'S INSIDE



It is critical that CEOs and business leaders stay grounded and in touch with the realities of their effectiveness. Unfortunately, many develop blind spots that can cause them to miss opportunities to change direction or adapt to new information in a timely fashion. This can create unintentional consequences that could ultimately cost them. These blind spots could also be called ego traps, and the road map for steering clear of these traps is driven by emotional intelligence, or EQ. EQ refers to a skill set that includes an ability to

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A group of students, faculty and Center for Leadership board members traveled for almost three weeks to Southern Africa and Swaziland (name is eSwatini) this past summer for a research class on leadership in Southern Africa and rhino horn conservation. No one in the group, with the exception of the instructors, had ever traveled to Africa. The group learned about leadership, rhino horn conservation, options for the rhino and qualitative research in general.

Traci McPhail, one of the board members who attended the trip stated that "As an advisor board member it was amazing to see the students grow in their leadership and perceptions about Africa right before my eyes. This program was a benefit for all. They not only learned from the academic portion, but also from living and breathing leadership and how things are done in Africa." The students were also amazed. Ali Campbell, a graduate student, explained that "Both eye-opening and life-changing, our adventures through Southern Africa and eSwatini exceeded all my expectations. We were immersed in the culture, we met with leaders and played with children, looked eyes with animals most people only see in photos, and learned about conservation efforts first-hand at the places we visited. A trip to Africa was something I looked forward to for so

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including saving the animal from extinction. Others say that, including some of the game park managers and wildlife experts that we interviewed. Still others we interviewed, however, say conservation is not helpful for the indigenous peoples of Southern Africa. Their points of view included that one can't put animals before people. In other words, when individuals can't feed their families, they must have the right to hunt and eat without restriction. The students also discovered that leadership can play a role in conservation. The issue of rhino horn conservation is not as black and white as it may seem.

The rhinos are poached and killed for their horns, even though the horns are like toenails and can grow back. As the price of the horn has increased, the poaching has dramatically increased.

What the students learned in interviews with many individuals over our trip is that there are two frames of thought. One is to keep the international trade illegal, and poaching is the only way to obtain the horns, or legalize the trade and work

to stem the demand. Protecting against poaching has become more and more difficult. As the price of the horn has increased, poachers are willing to risk more to kill the rhinos. Legalizing the trade seems like a viable option, then the rhinos could be farmed and the horns could be cut off for trade. The money could be used to protect the animals in the wild. Opponents of this think the rhinos could be wiped out before the rhino farms could be established. The gestation period for rhinos is 16 months; it could take too much time.

This issue of rhino horn conservation has been around for many years. Our students learned from interviewing experts and interested individuals how complicated this subject really is. The students also learned from the divergent viewpoints from faculty and other students at the Southern African Wildlife College. Students at the college had very diverse

opinions on how they intended to contribute to the future of rhino conservation. The UT students learned how to interview, transcribe, and use a program to help code the interviews. Students interviewed key leaders in the country including the U.S. ambassador to Lesotho and one of the top conservationists in Southern Africa. Shelby Turner, a '19 graduate stated that "Most of my experience in Southern Africa will remain one of the most influential parts of my time in college. I got to see for myself how much leadership varies between countries. I enjoyed getting to know the Lesotho people and understanding their immense pride for their country despite all the hardships they themselves or the country as a whole are facing. I don't think there is another research opportunity like this one and I am so grateful I got to be a part of it!"

The scenery throughout the trip was breathtaking, and the wild animals were able to see close to our vehicles made it a once in a lifetime experience. To learn about the animals and see them in their natural habitats were sights to behold. All in all it was a successful trip, and we were immersed in the culture of Southern Africa. Our main take away from the trip is that rhino horn conservation (along with another controversial topic) is not as black and white as it may seem.

Do you want to be a CEO? An entrepreneur?
A part of something big? Do you have a vision
and the desire to change the world by building
a company? It's a unique set of qualities and
attributes that empowers a CEO to take an idea
from inception to world-wide enterprise. It takes
a rogue CEO.

It all starts with your desire to be an
entrepreneur CEO, or company leader. We have
heard the expression he/she is a born leader,
and there are some truths to that expression.
While you do not have to be born with it, since
many of these characteristics can be learned,
some people have evolved into having a burning
passion and desire to change the world. They
have an idea that drives their passion. No one
can dissuade them from their path no matter how
absurd the idea might be. In actuality, most people
that hear their idea will try very hard to convince
them that their idea is impossible, too difficult,
takes too much money, or is simply CRAZY!
Despite this, the rogue CEO has a vision and will
do anything to make that vision a reality!

When we use the word rogue to describe a type
of CEO?

Typically, rogue is used to define someone who
is a dishonest or unprincipled person. This is
NOT a characteristic of a rogue CEO or how it is
defined here. The word rogue has evolved, and
depending on the context is used to express
some very positive ideas and characteristics. We
will use it to define an extraordinary fusion of
talent and attributes. To define an entrepreneur
that founds a company with a unique vision and
executes a plan as the CEO to make their vision
a reality. An entrepreneur and CEO that builds a
company capable of benefiting the world.

We can see examples of positive uses of the
word rogue just about everywhere. For all of

the 1800s, a rogue was a man who did not follow the rules. In the 1900s, a rogue was a man who did not follow the rules. In the 2000s, a rogue was a man who did not follow the rules. In the 21st century, a rogue is a man who does not follow the rules.

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TWO TYPES OF CEOs

With this understanding, let's explore some different types of CEOs.

Jack Welch was considered one of the greatest CEOs of the 20th century. He took General Electric from \$12 billion to \$410 billion during his tenure as CEO. Welch took the classic route to CEO, the route promoted by classic education and traditional values. He went to school, first as an outstanding student, then went to a college to earn a B.S., M.S., and Ph.D. in chemical engineering. His first job out of college was with a great company, GE, starting at \$10,500 per year. He worked his way through the organization over the next 20 years. The journey was not without its setbacks. After being given his first significant management role over an entire division of GE, one of his plants had a major explosion with loss of life. After surviving this and continuing forward, Welch was able to leverage his 20 years of experience to become GE's CEO. During his 20 years at the helm of GE as CEO, Welch expanded the company with more than 600 acquisitions and put in place an informal environment that encouraged employees to take ownership as a small business within a large corporation. His gift was management, and he was a master at it. His reward for the traditional route was a \$417 million severance package when he retired. Welch was a traditional, grown and nurtured CEO with deep education, experience and management skills.

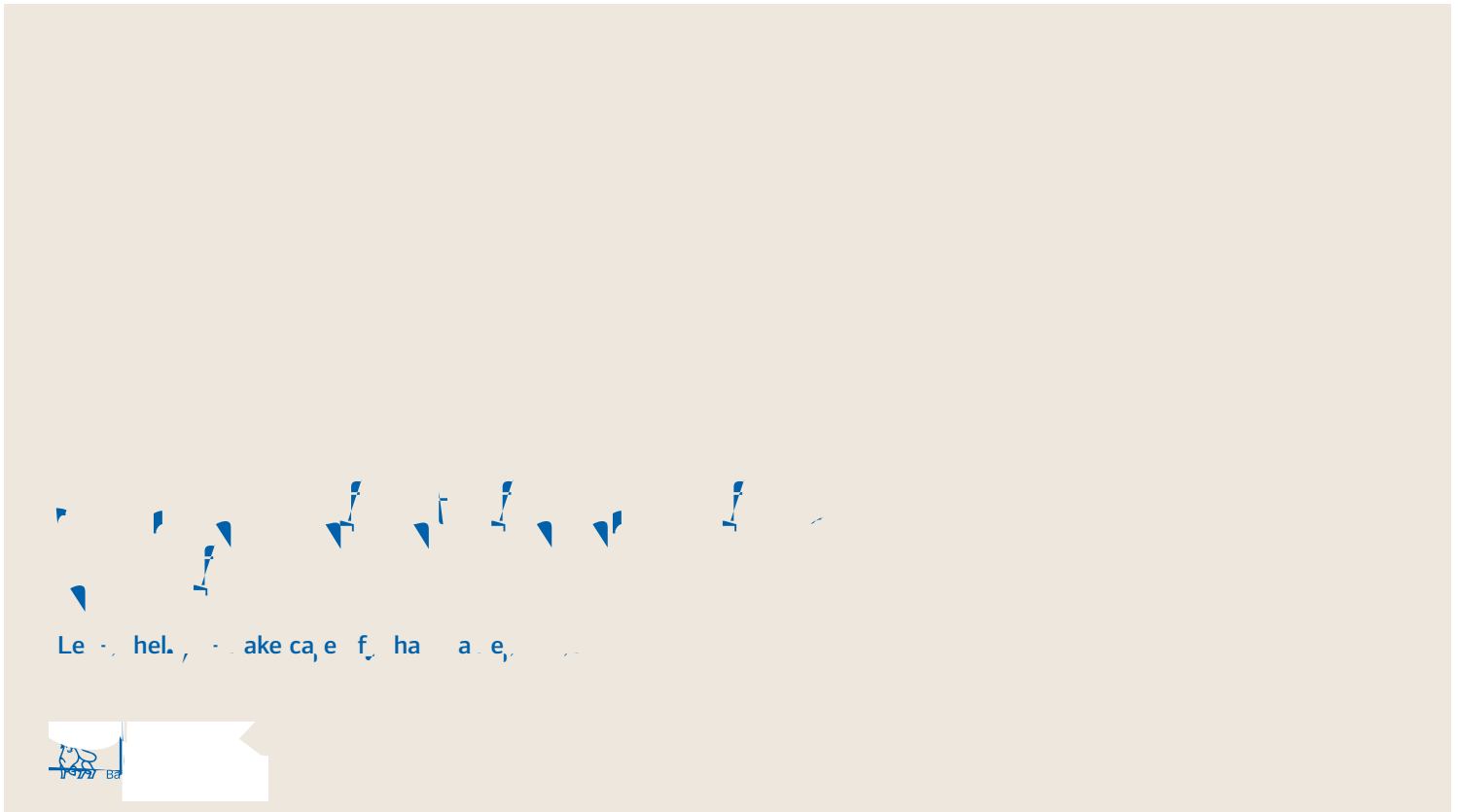
Next, let's review a different type of CEO: former CEO of Apple, John Sculley. Sculley was working as the president of Pepsi-Cola when Steve Jobs asked him to be CEO of Apple in 1983. At Pepsi, he was a master of marketing and created the Pepsi Challenge. During his 10 years at Apple, revenue grew from \$800 million to \$8 billion. He was especially talented at marketing and used his skills to bring Apple into a world audience. He did not invent any of the products at Apple, but was responsible for helping Apple grow. John was a hired gun. CEO focused on scaling operations, marketing, growth, and profits.



Finally, we'll examine the career of a completely different type of CEO, that of Elon Musk. Musk co-founded his first web development company, Zip2, after spending just two days of attendance at Stanford University. His desire for innovation was so significant that he wanted no delay in getting started. After four years, Zip2 was sold to Compaq for \$340 million. He then co-founded a company that went on to become PayPal. At the start of PayPal, the actual avoided discussions with attorneys for fear that they would find a reason that they could not provide internet payments because of existing banking laws. Instead, they proceeded into new territory and established their own rules. Then, Musk went on to found Tesla and SpaceX from his passion and his desire to change the world. He went against the man recommendations he was given that those industries were not good businesses to get into. Musk learned from his failures with his own money, learning more with each setback. Today, Musk is worth an estimated \$22 billion. Musk is a great example of a rogue CEO, relying on his clear vision of what others often do not see. He passionately pursues that vision, building a team of like-minded people who share the vision, and are willing to invest in bringing it to market.

A rogue CEO is a very rare person. Entrepreneurship today is a sex term, and a very popular dream or desire for many. The reality is that not every one is an entrepreneur or a rogue CEO. But if you have the vision, passion, and work ethic to carry through the inevitable obstacles, setbacks, and failures, now is the time to start! Rogue CEOs understand that they are ultimate problem solvers, and they will be the people that others come to for answers and decisions. They don't ask for permission or wait for the right time. Now is always the right time, and now is when they start. They ignore the critics, because they know something that others do not. They have the confidence to stand with their decisions and face the fear of the unknown, because they will make it happen. They are not dependent on market conditions, or other perceived impediments to success. They know the solution to FEAR is ACTION, and every day they take action to move forward, executing the plans they have made. They build a culture based on values that drive them, with a shared desire to change the world. Finally, rogue CEOs know how to sell. They sell their vision to the world, their products to customers, the concepts to the innovators, the

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