

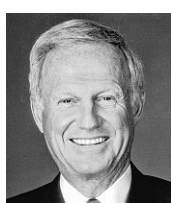
Leaders different from managers

It's election season, and one of the greatest privileges we have in America is selecting our own leaders. While we might have varied opinions of who should win, the fundamental characteristics of good leadership remain constant.

A sociology professor from one of the country's major universities spent his life studying leadership by tracing the careers of 5,000 former students. Asked how you spot a leader, he said, "I have come to the conclusion that the only way one can determine a leader is to look at the person and see if anybody is following."

Leadership is a difficult skill to measure, but it is certainly easy to determine when leadership is not present in an organization.

In four years of executive seminars conducted by Santa Clara University and the Tom Peters Group/Learning Systems, more than 5,200 senior managers were asked to de-



HARVEY MACKAY

scribe the characteristics they most admire in a leader. Here are the top 10 characteristics, as reported in *Management Review* magazine:

honest, competent, forward-looking, inspiring, intelligent, fair-minded, broad-minded, courageous, straightforward and imaginative.

Three of these characteristics are particularly significant in my opinion: forward-looking, inspiring and courageous. The others are also necessary ingredients for an effective leader and for every employee. Chinese philosopher Lao Tzu said, "Fail to honor people, they fail to honor you. But of a good leader, who talks little, when his work is done, his aim fulfilled, they will all say, 'We did this ourselves.'" He made

that observation more than 2,000 years ago. Some things never change.

Good leaders listen to the people who work for them. They pay attention to what people are telling them and take it very seriously.

Good leaders use their power to implement ideas that workers bring forth; they are quick to give credit to the person who had the idea. Then comes the action that really sets good leaders apart: They are willing to accept the blame and criticism when mistakes are made. They don't abandon their employees.

Warren Bennis spent much of his life researching leadership and has written several books on the subject of what makes leaders.

Bennis is a distinguished professor of business administration and the founding chairman of the Leadership Institute at the University of Southern California. In 2007,

Businessweek called him one of the 10 business-school professors who have had the greatest influence on business thinking.

Bennis traveled around the country spending time with 90 of the most effective and successful leaders in the nation — 60 from corporations and 30 from the public sector. His goal was to find these leaders' common traits. At first, he had trouble pinpointing any common traits, as the leaders were more diverse than he had expected.

But he later wrote: "I was finally able to come to conclusions, of which perhaps the most important is the distinction between leaders and managers. Leaders are people who do the right thing; managers are people who do things right. "Both roles are crucial, but they differ profoundly. I often observe people in top positions doing the wrong thing well," he wrote in his book "Why Leaders Can't Lead."

I tend to think of the difference between leaders and managers as the difference between those who master the context within which they operate and those who surrender to it.

There are other differences, as well, and they are enormous and crucial. Bennis details them in his book "On Becoming A Leader," and they include:

- » The manager administers; the leader innovates.
 - » The manager is a copy; the leader is an original.
 - » The manager maintains; the leader develops.
 - » The manager focuses on systems and structure; the leader focuses on people.
- Mackay's Moral:** Good leaders develop more than good employees; they develop more good leaders.

Harvey Mackay can be reached through his website, harveymackay.com.

WHAT THEY'RE BUYING

McCormick, SPDR S&P Dividend, Jabil Circuit

David Robinson

RTS Private Wealth Management, Phoenix



Surgical (ISRG), a maker of robotic surgical systems.

Likes companies characterized by high returns on equity, healthy balance sheets and solid growth opportunities. In a low-rate environment, Robinson doesn't believe stocks are particularly expensive, but he notes the country needs a credible plan to reduce deficits and encourage growth. His favorite stocks include spice maker McCormick (MCK), consulting/technology-services firm Accenture (ACN) and Intuitive

Sharlee Cretors

SC Financial Services, Scottsdale



Schwab Fundamental U.S. Large Company Index (SFLNX).

Expects to see additional stock-market volatility on the election and corporate-earnings reports. Cretors considers this a good time to look for opportunities and make sure your portfolio is well-balanced and appropriate for your risk profile.

She likes funds that own fundamentally sound, dividend-paying stocks including Vanguard Dividend Appreciation (VIG), SPDR S&P Dividend (SDY) and

C. Angus Schaal

Tandem Wealth Advisors, Phoenix



— Russ Wiles

Sees only scant signs of progress in the economy. "Investors should continue to be positioned for slow and uneven growth," he said. Schaal recently sold Hewlett-Packard (HPQ) on expectations for lower earnings. But he bought Jabil Circuit (JBL), which supplies turnkey-manufacturing services, and Express Scripts (ESRX), a pharmacy-benefits manager that he expects will be helped by the trend favoring generic drugs.

Stocks

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which manages the index. That is the highest in his records, which date back 36 years.

A surging stock market has helped lift the price of stocks, as has inflation over the years. But experts suggest a bigger reason is that more companies are refusing to cut prices with splits that swap a single share for multiple shares.

Other features of the rise of triple-digit stocks:

» It reflects an investor retreat. Companies used to split shares because they worried small investors would get spooked by a \$100 price tag, Silverblatt says. But Main Street folks have been selling hundreds of billions of dollars' worth of individual stocks from their brokerage accounts in the past 5½ years, according to the Federal Reserve. That has left much of the stock trading to so-called institutions with plenty of money. So companies don't feel pressure to split shares.

» Credit lower trading fees, too. Investors once bought and

sold stock mostly in so-called round lots of 100 to avoid paying higher broker commissions for so-called odd lots.

Now, discount brokers charge a straight fee per transaction, sometimes as low as \$2, so it doesn't matter how many shares you buy.

» Don't be fooled. A higher price may add prestige, but it says nothing about whether the stock is a good value. To figure that out, experts say, you need to look at how the price compares with its per-share earnings, among other measurements.

Taser

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ture reviews involving the technology and whether the contribution represented a de facto endorsement.

"When you accept that kind of donation, you create an impression that you view the product favorably," said Jim Pasco, executive director of the Fraternal Order of Police, the nation's largest police union. "There is an appearance issue here."

Samuel Walker, a University of Nebraska criminologist who has written on police-accountability issues, said the relationship "raises serious concerns."

"It's like a non-profit taking funds from the tobacco industry and being involved in studies on smoking and lung cancer," Walker said.

Taser spokesman Steve Tuttle said the company sought no

favored treatment for its products in the decision to contribute.

"We did this (foundation contribution) for the highest of purposes," Tuttle said, adding that the company's foundation had initially raised the funds to assist the families of fallen officers.

The gift was announced earlier this month at the police chiefs association's annual conference in San Diego. Taser said it was transferring the money from its own foundation, which provides aid to the families of police killed in the line of duty, so that it could be administered by the chiefs' group.

James McMahan, the police chiefs association's chief of staff, said the contribution had no connection to the association's research program. He said the foundation is a separate entity under the association and Taser's donation represented a transaction "from one foundation to another."

Sanchez

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after he applied the Banana Boat product directly on his skin while he was cooking near a barbecue grill. You can

find video of his red, scarred torso on YouTube.

The Food and Drug Administration acknowledges there is alcohol in these spray sunscreen products. In a statement, Energizer Holdings said the problem appears to be with the products' spray

valve. People who use it may overapply the product, and, as a result, the sunscreen takes longer to dry, which raises the risk of flammability.

We live in Arizona, where the sun is ever present, even in the winter. So, consider yourself warned.

Mill

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Last summer, as pressure built from Tempe business owners who criticized the city for allowing the main gateway into downtown to deteriorate into an eyesore, officials unveiled a plan to restore the area and open it for public gatherings.

On Oct. 5, between 2,500 and 3,000 people attended a community celebration to mark the site's opening as an event venue, according to a city estimate. Attendees listened to music, and some had the rare opportunity to tour the mill building.

The tours were so popular that Tempe had to cap the guided visits at about 300 people.

Tempe officials hope the celebration is the first of many community events at the Green, a former dirt field north of the mill building that was transformed into a park with trees and a grass field for picnics.

The city's contract with Downtown Tempe Community Inc. to book private functions as well as program community gatherings at the site took effect Oct. 15. DTC manages the downtown for landowners.

Nancy Hormann, DTC president, said the site is already reserved for a wedding and a corporate function.

People also have asked about hosting yoga and fitness classes, as well as fundraisers.

"It's just such a beautiful location," she said. "When you're over there, it's breathtaking, especially at sunset look-

ing up at the butte."

Fees to rent the site range from \$500 for charitable non-profits to \$1,000 for all others. Renters may also pay separate charges that include security, insurance and vendor fees.

Original plans for the mill's restoration included repainting the buildings white. But historians and preservationists argued that the weathered mill and silos and faded ads on the buildings served as a reminder of Arizona's history.

The faint images once were beacons on the Valley landmark built by Charles Trumbull Hayden, a pioneer merchant, town developer and father of the late U.S. Sen. Carl Hayden.

The city postponed the repainting. Hormann said the DTC is still seeking old photos of the original ads. She asked that anyone with such photos contact the DTC at themill@downtowntempe.com.

The photos would be projected on the buildings at night gatherings and could be used if the city decides to professionally restore the images, she said.

The Rio Salado Foundation raised about \$600,000 in private donations, including funds from Wally Zaremba, who owns the West 6th Tempe high-rise apartments downtown, the Salt River Pima-Maricopa Indian Community, Southwest Gas, the Tempe Diablos and Sunbelt Holdings, which owns the Hayden Ferry Lakeside development across the street from the mill.

Former Mayor Hugh Hallman led the fundraising and preservation effort. Hallman's obsession with restoring the mill was born out of his mother's commitment to preservation and her ties to the landmark.

"We have to get people reconnected to ... how crucial it was to Tempe's history and to the Valley's history," he said.

The mill sits at the base of the butte, which is sacred to Arizona's Native Americans.

The Salt River Pima-Maricopa Indian Community considers its members descendants of the prehistoric Hohokam civilization, which left its mark on the butte in the form of rock-art carvings, or petroglyphs.

Photos from the late 1800s installed at the mill show the commerce that blossomed around the mill. Also depicted is the Pima and Maricopa Indian farming community that became Hayden's biggest supplier of wheat.

Although the mill building will remain closed to the public, workers con-

ducting the renovation removed boards from the windows and cleaned the first floor so that visitors can peer in the windows to see remnants from the past, such as a coal-hued steel safe that dates to the 1800s and the mill's old grinding machines.

Hallman said the renovation will attract interest in the site as well as showcase it to potential developers.

Tempe has to show "that this is a site that would support a development, that someone would make money from," he said, adding that the city's job is to "drive the investment."

However, Hallman cautioned the council from agreeing to any future development proposal that would raze the mill and silos.

"Over my dead body," he said.

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Family and friends are encouraged to share memories and condolences by visiting the online obituary Guest Book at www.obits.azcentral.com

PANGBURN, Thomas Lee
PRATHER, Aldean

PangBurn, Thomas Lee

51 of Phoenix, AZ, passed away on October 11, 2012. Schedule of Services: Memorial Service will be held on Tuesday, October 23, 2012 at St. Anthony Catholic Church 909 S. 1st Ave., Phoenix AZ beginning at 10am. The family thanks all those who have supported them during this time of bereavement.

VETERAN Services entrusted to EastLake Mortuary.

Prather, Aldean

90, of Peoria, AZ passed away on October 17, 2012. Born in Colorado, lived in Durango and Anchorage, AK. Long time distributor for Cameo Lingerie. Wore out three husbands and lived a full life, with a number of accomplishments: Sons: Bob Davies (Phoenix), Eddie Mitchell (Georgia), Danny Mitchell, Terry Mitchell; Daughters: Davene Kight (Phoenix), Cheryl Crews (Seattle), Sister: Charlene Dunkel (Seattle), 12 Grandchildren and many Great-grandchildren. Visitation Tuesday Oct. 23, 2012 from 10:00-11:00am. Services 11:00am at Best Funeral Chapel 9380 West Peoria Avenue. In lieu of flowers, the family requests donations to her church. The Church on the Street, PO Box 55226, Phoenix, AZ 85032

