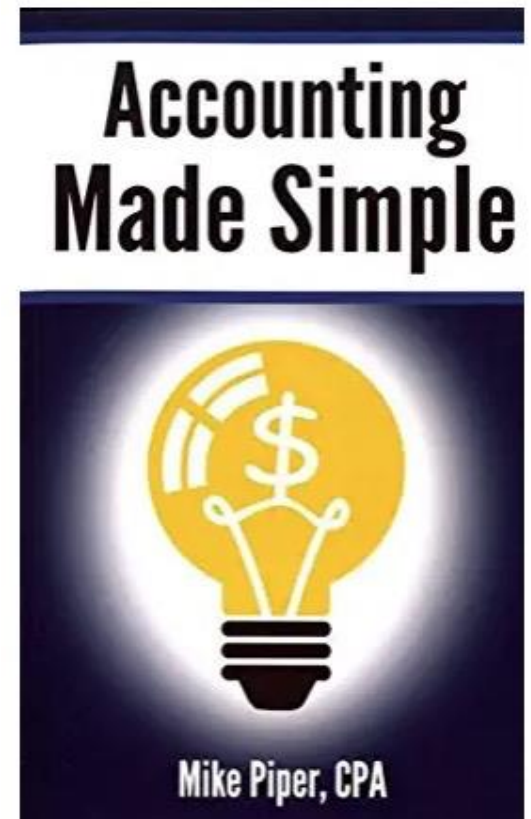
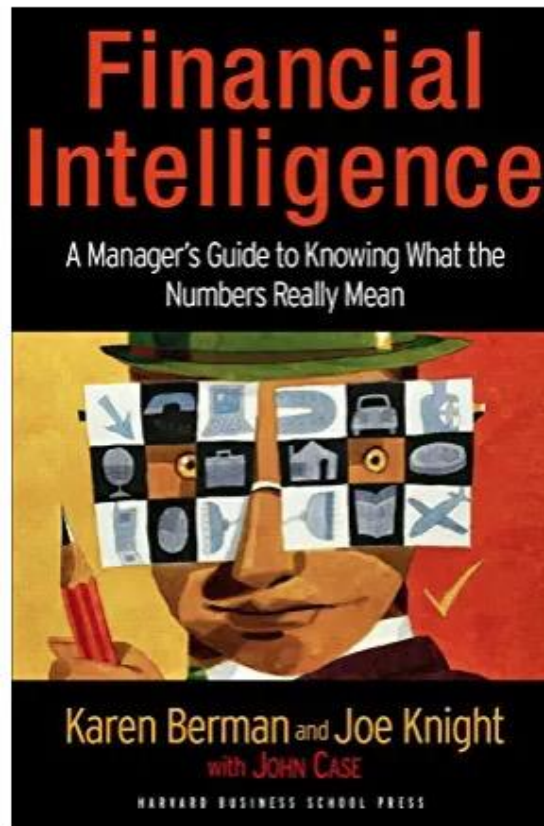
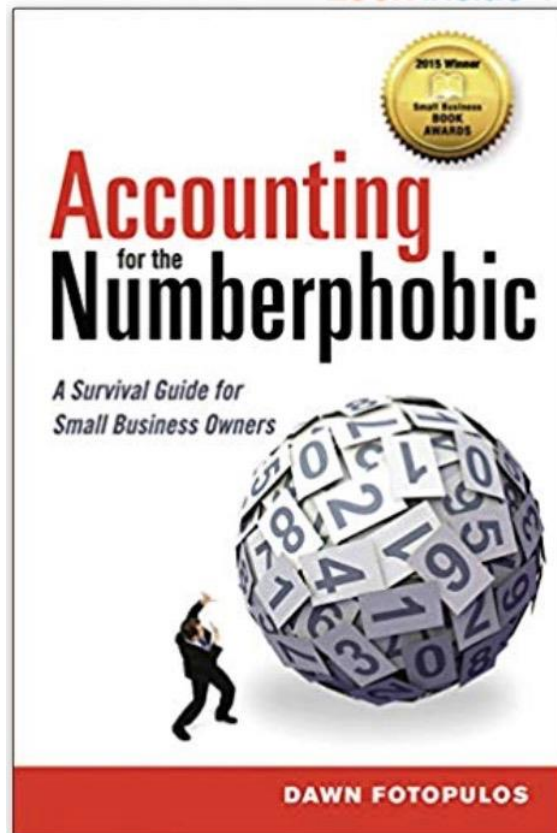


Leadership for Accountants



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



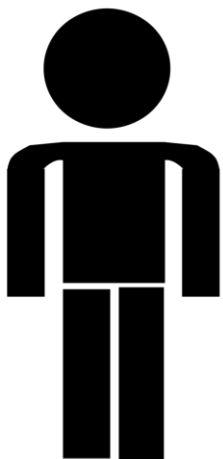
Characteristics of Leaders

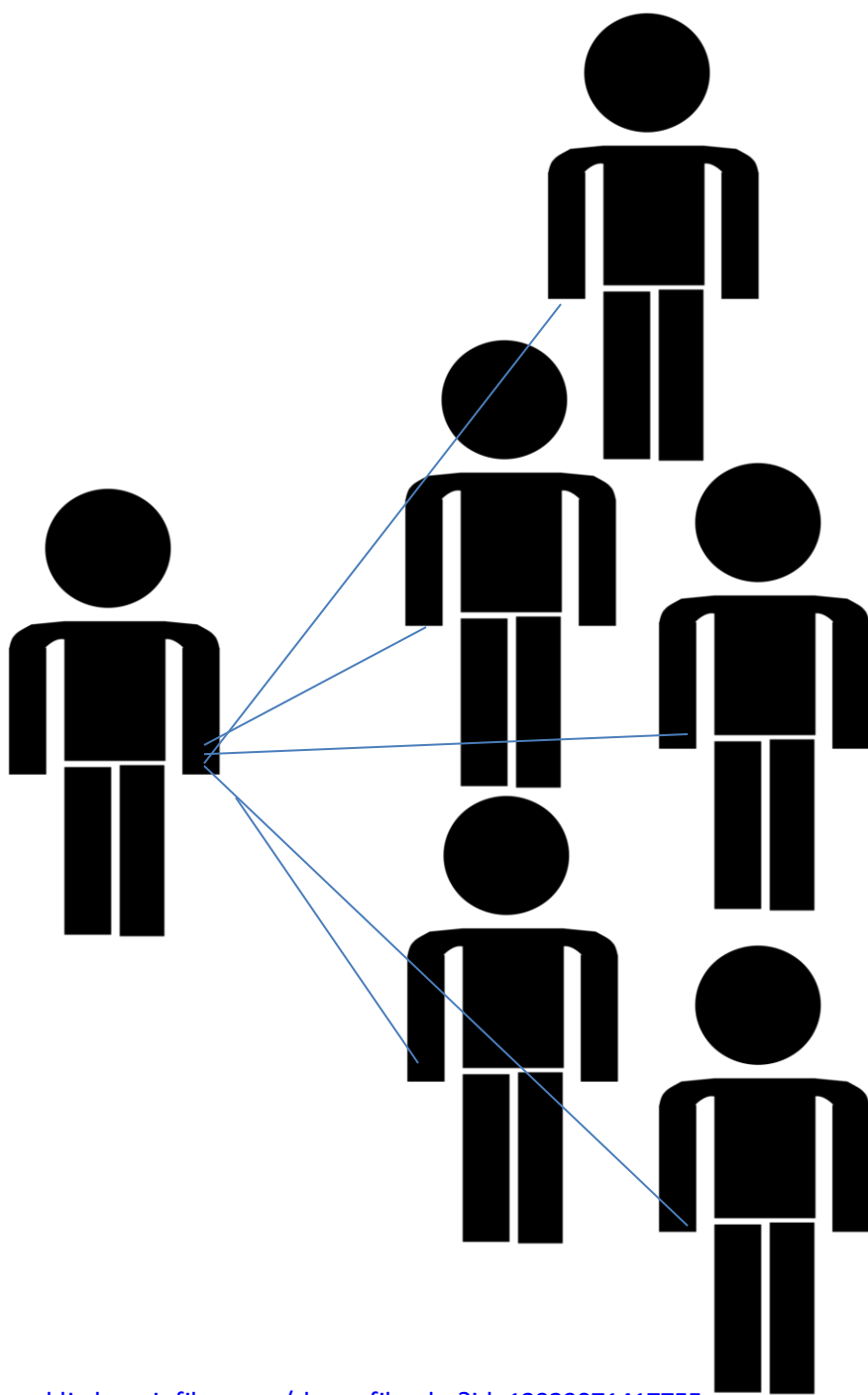


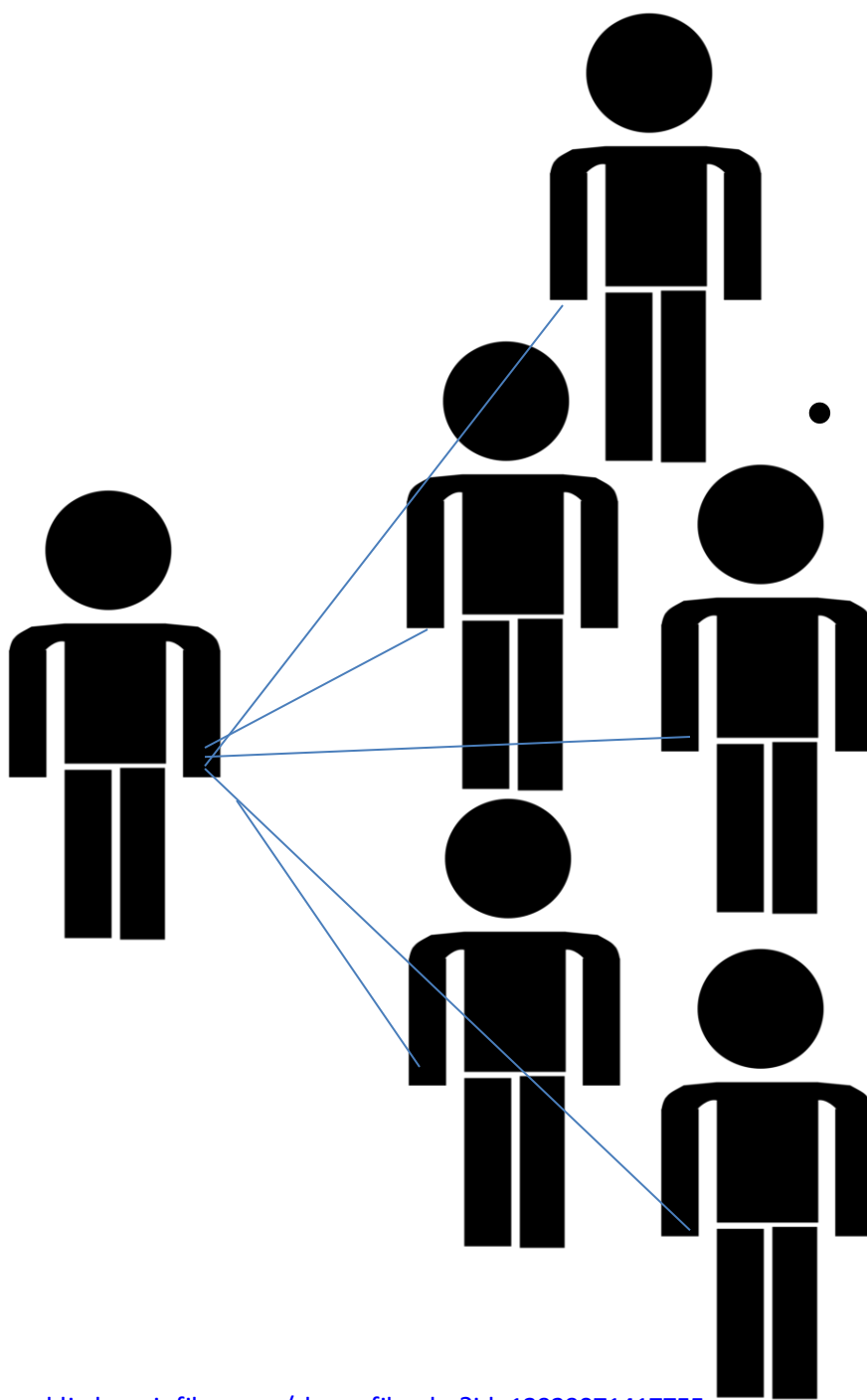
- Big-picture
- Actually like chaos
- Seek out change
- Tend toward extroversion
- Focused on relationships
- Must communicate well

Defining our Terms



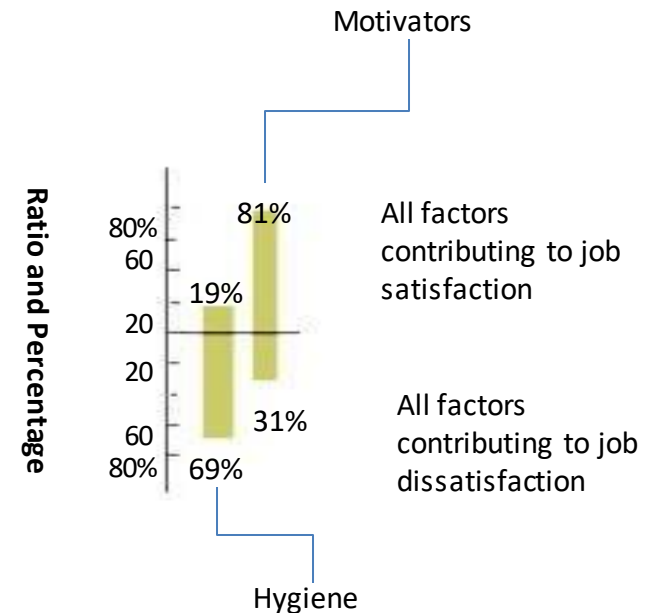
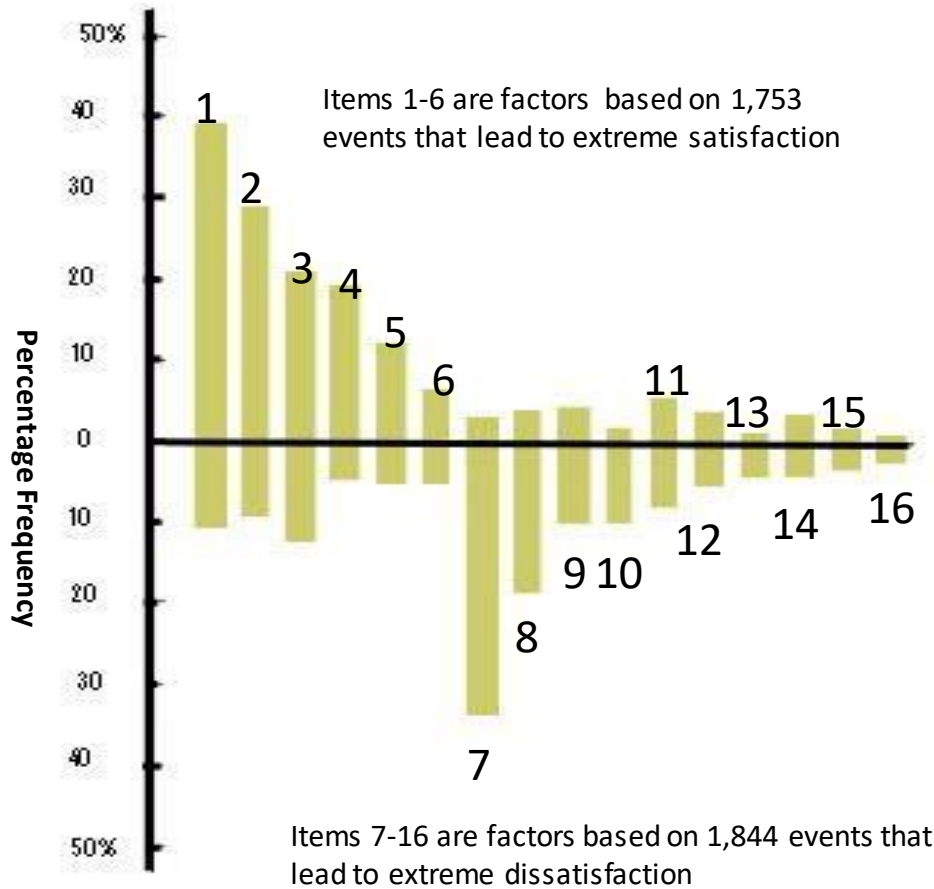




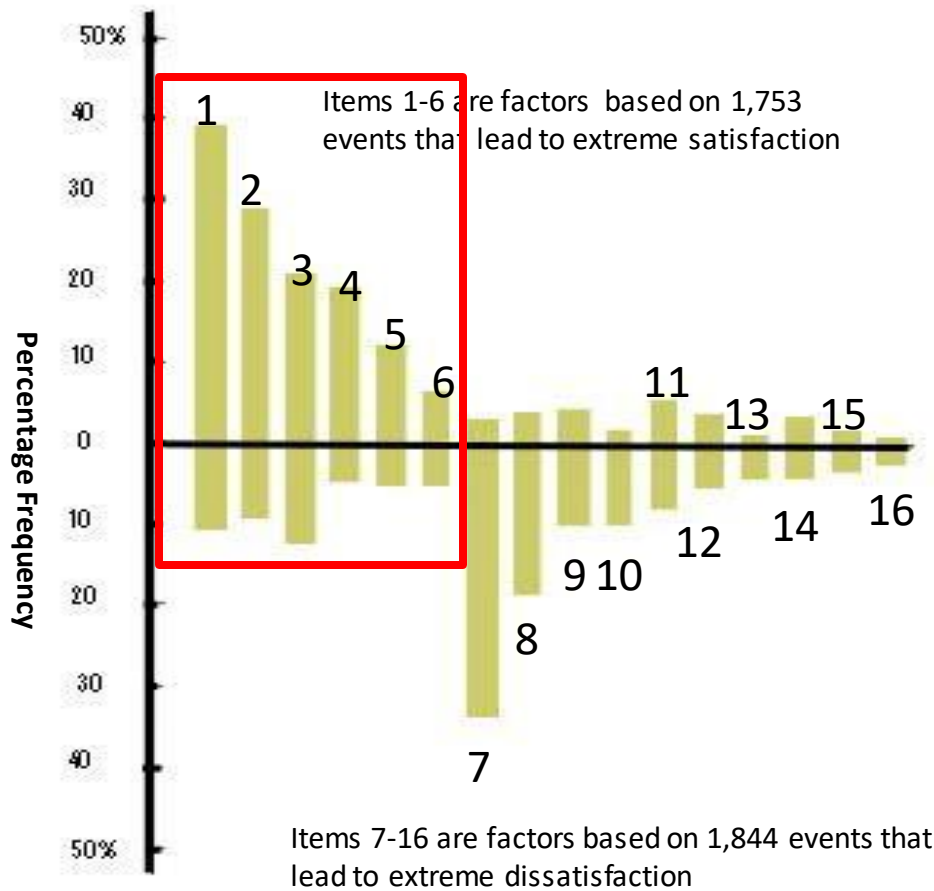


- **Work through people:**
 - Administration
 - Management
 - Leadership

Herzberg's Two-Factor Theory

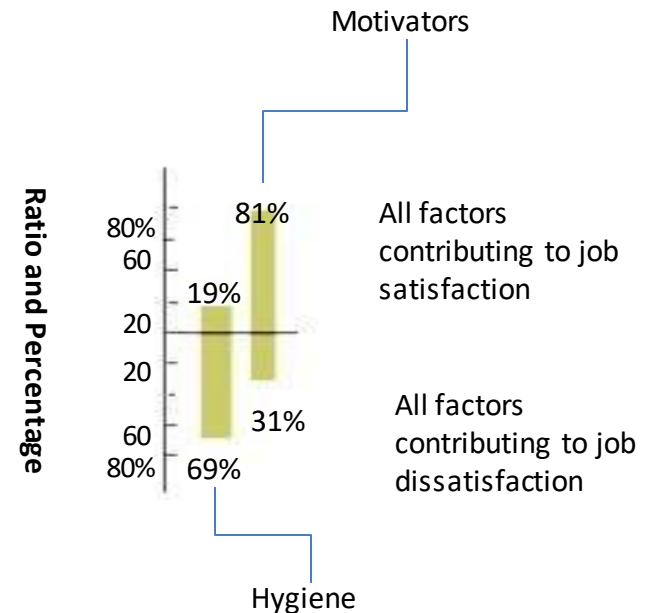


**Comparison of Satisfiers (Motivators)
and Dissatisfiers (Hygiene factors)**

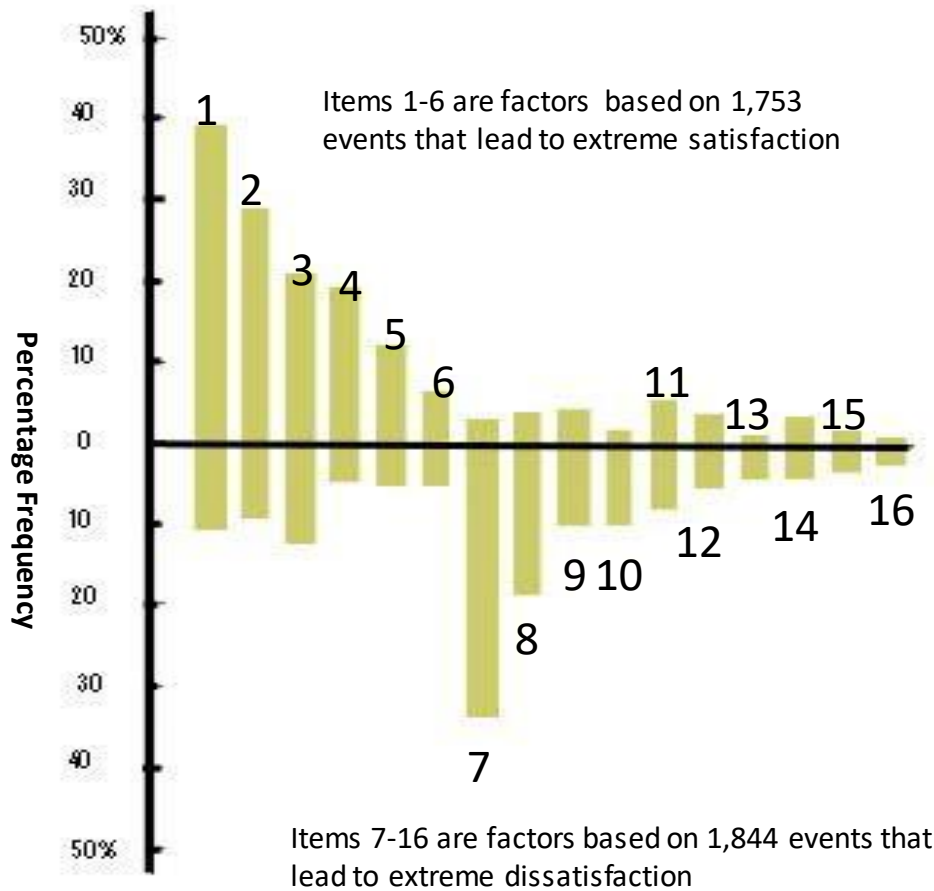


Extreme Satisfaction: (1-6)

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



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

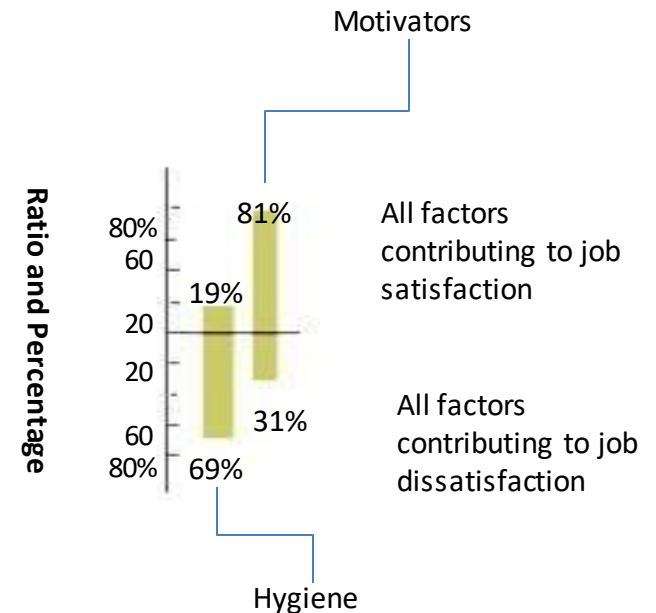


Extreme Satisfaction: (1-6)

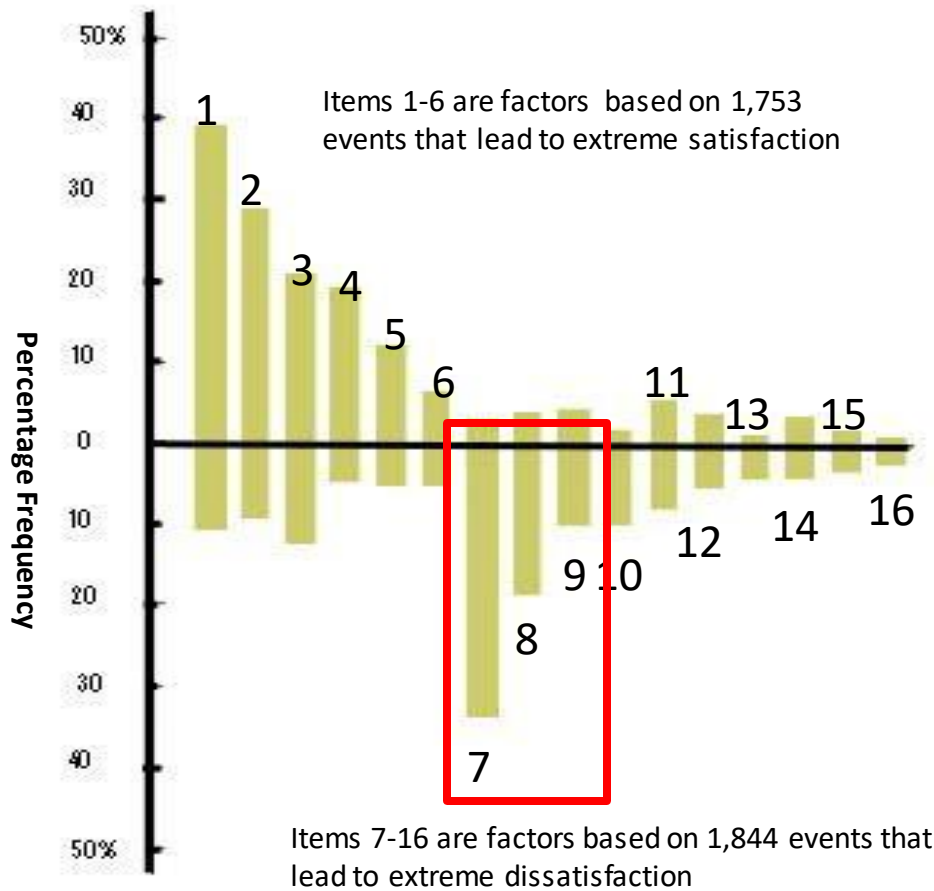
1. Achievement
2. Recognition
3. Work Itself
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5. Advancement
6. Growth

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)

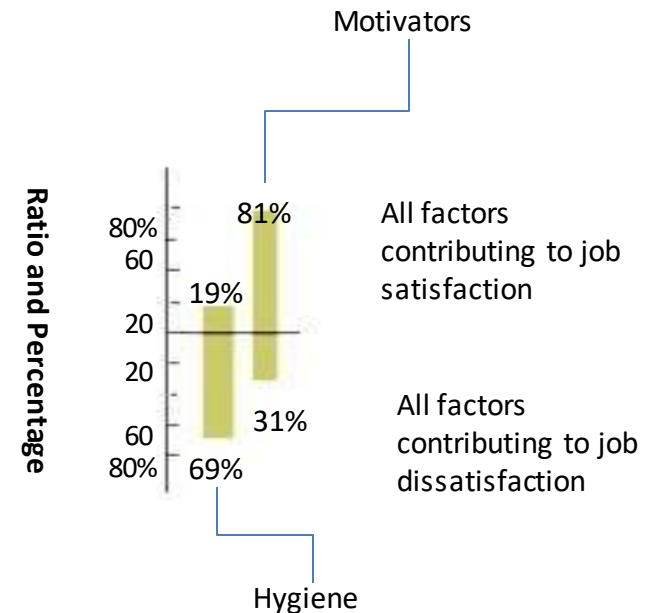


Extreme Satisfaction: (1-6)

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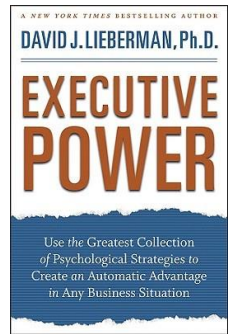


Comparison of Satisfiers (Motivators) and Dissatisfiers (Hygiene factors)

Supervision

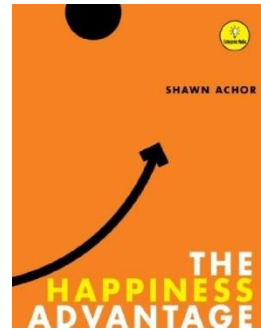


Supervision



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

Supervision

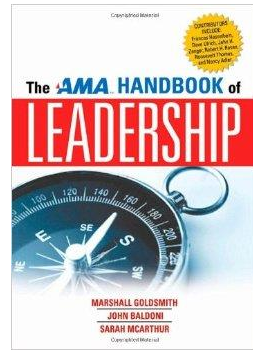


- “A longer, 15 year study even found that **employees who had a difficult relationship with their boss were 30 percent more likely to suffer from coronary heart disease. It seems a bad relationship with your boss can be as bad for you as a steady diet of fried foods-- and not nearly as much fun. (Achor,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

Administration, Management & Leadership

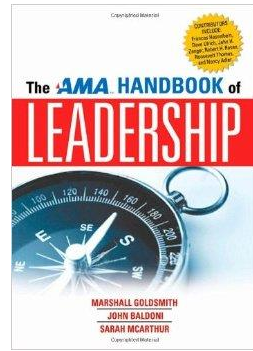
Administration, Management, and Leadership

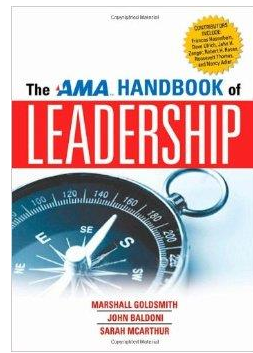
- **Administration:** “Execution through rules, policies, and procedures.”



Administration, Management, and Leadership

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



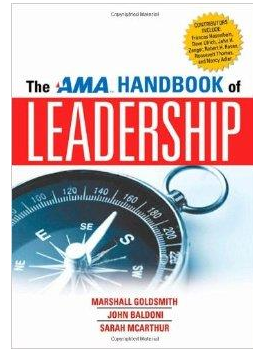


Administration, Management, and Leadership

- **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.”

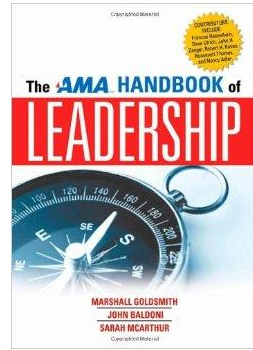
(Mills and Novell, in Goldsmith, Baldoni & McArthur, 2010, p. 36)

Administration, Management, and Leadership



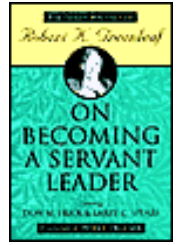
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 - Latin: administratio
 - *Ad*: (“towards, near to”)
 - *ministrō* (“wait upon, attend”)

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).

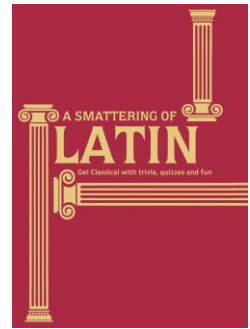
Administration, Management, and Leadership

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 - *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

- Administ^rat · **ion**: -ion: **A state of being or condition** (e.g., production, legalization, taxation, oppression, supervision)
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Administration, Management, and Leadership

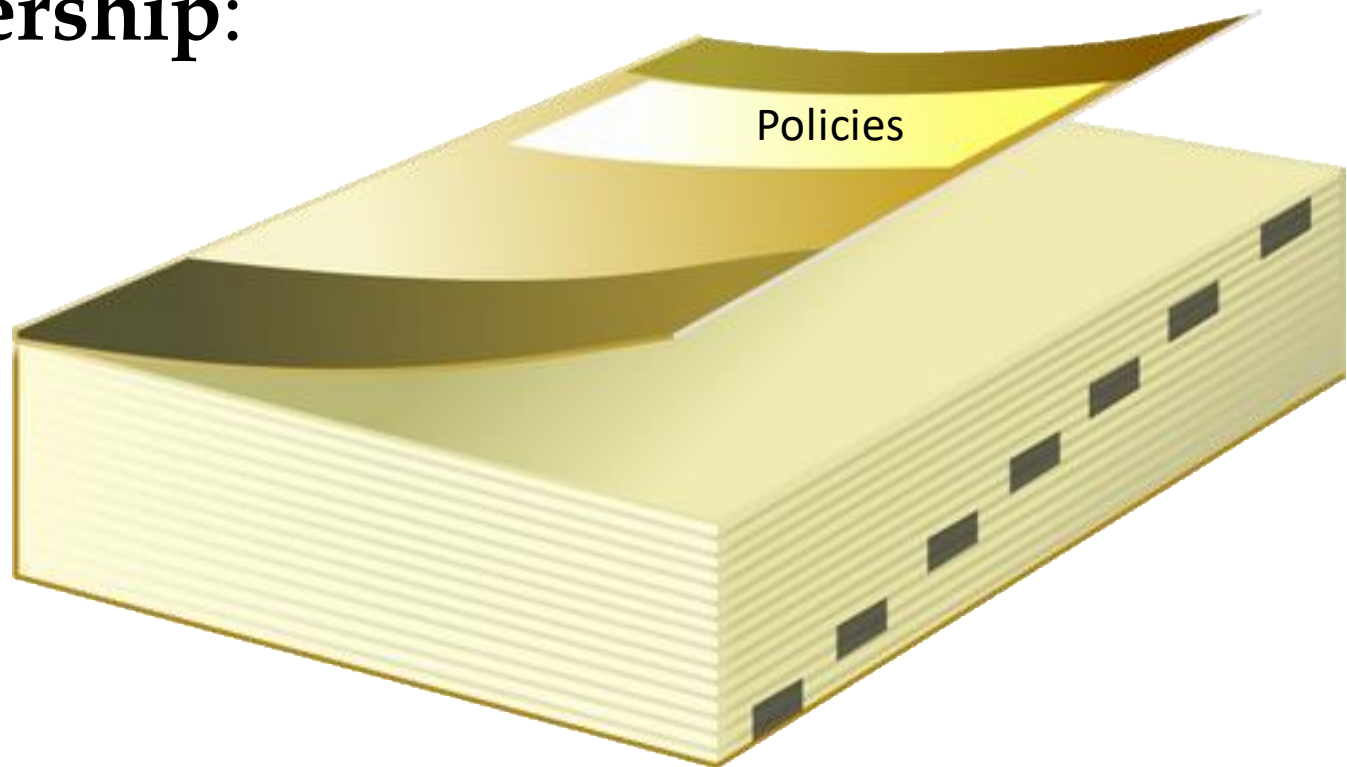
- Administ^{rat} · **ion**: -ion: **A state of being or condition** (e.g., production, legalization, taxation, oppression, supervision)
- Manage · **ment**: -ment: **An action or resulting state or condition** (e.g., employment, judgment, movement, punishment, segment)
- Leader · **ship**: -ship: **Relationship 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**)

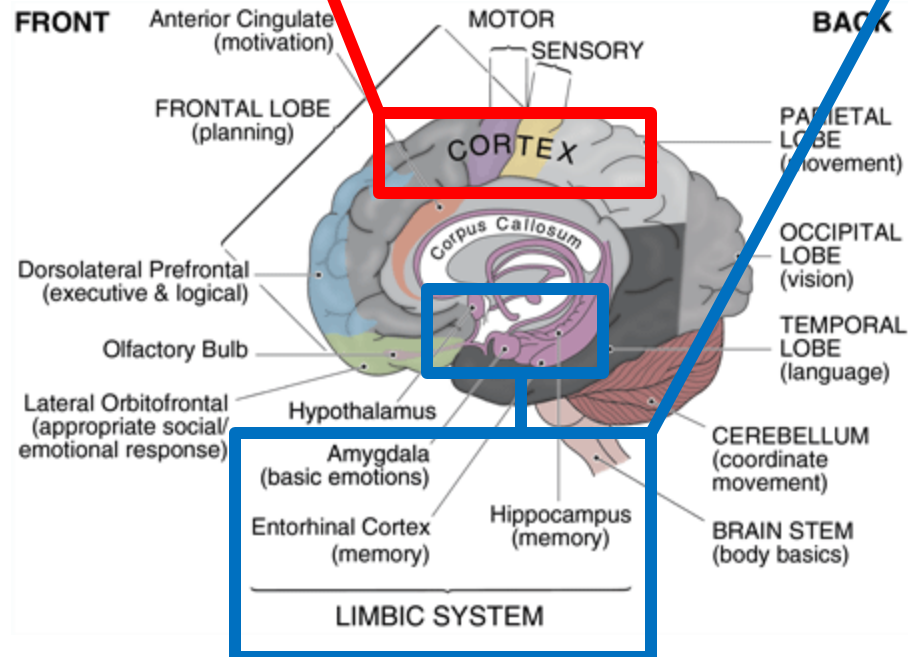
Emotional (**Leaders**)

- **Pre-frontal Cortex**

– The seat of **reason**

- **Limbic System**

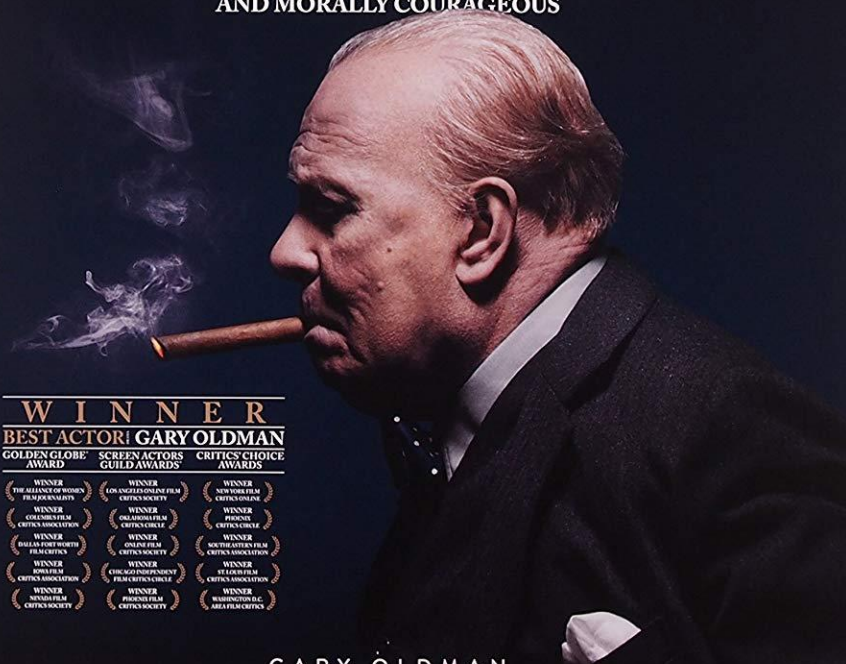
– The Seat of **emotions**



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 FESTIVALS	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 SOUTHERN FILM CRITICS ASSOCIATION
WINNER SONOMA FILM CRITICS ASSOCIATION	WINNER ATLANTA FILM CRITICS SOCIETY	WINNER TULSA FILM CRITICS ASSOCIATION
WINNER MINNEAPOLIS FILM 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

PG-13
PARENTS STRONGLY CAUTIONED
Some Material May Be Inappropriate for Children Under 13

PG-13
PARENTS STRONGLY CAUTIONED
Some Material May Be Inappropriate for Children Under 13

June 1940 – Oct 1940

Operation SeaLion

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



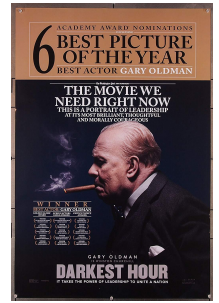
Battle of Britain

July – October 1940

Germany attempts to gain air superiority in order to invade Britain

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

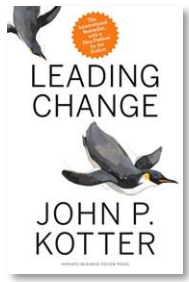
Leadership



“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.”

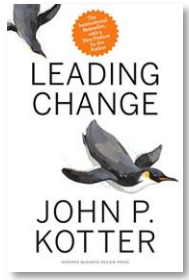
– Winston S. Churchill (June 1940)

Management vs. Leadership

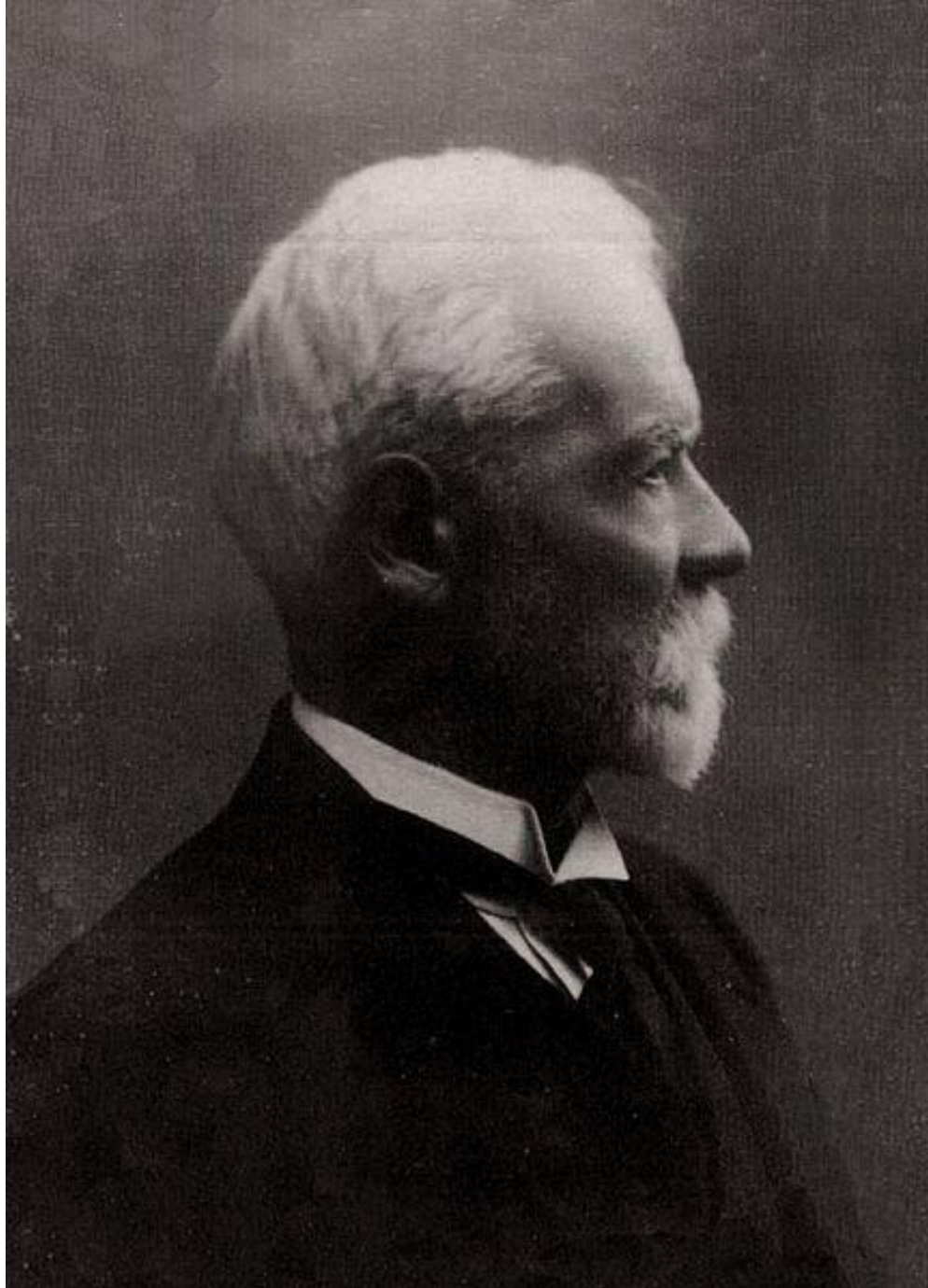


- Forces that Drive Successful Change:
 - **Management versus Leadership** (p. 25).
 - “Management is a set of processes that can keep a **complicated system** of people and technology **running smoothly**. The most important aspects of management include **planning, budgeting, organizing, staffing, 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 Decazeville — Président du comité de direction de la Société métallurgique de Pont-à-Vendin — Administrateur délégué de la Société minière de Joudreville — 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 Minérale

(2^e livraison de 1916)

Septième mille



PARIS

H. DUNOD ET E. PINAT, ÉDITEURS

17 et 19, quai des Grands-Augustins

1917

511

ADMINISTRATION INDUSTRIELLE ET GÉNÉRALE

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17 et 19, rue des Grands-Augustins

1917

GENERAL and INDUSTRIAL MANAGEMENT

HENRI FAYOL

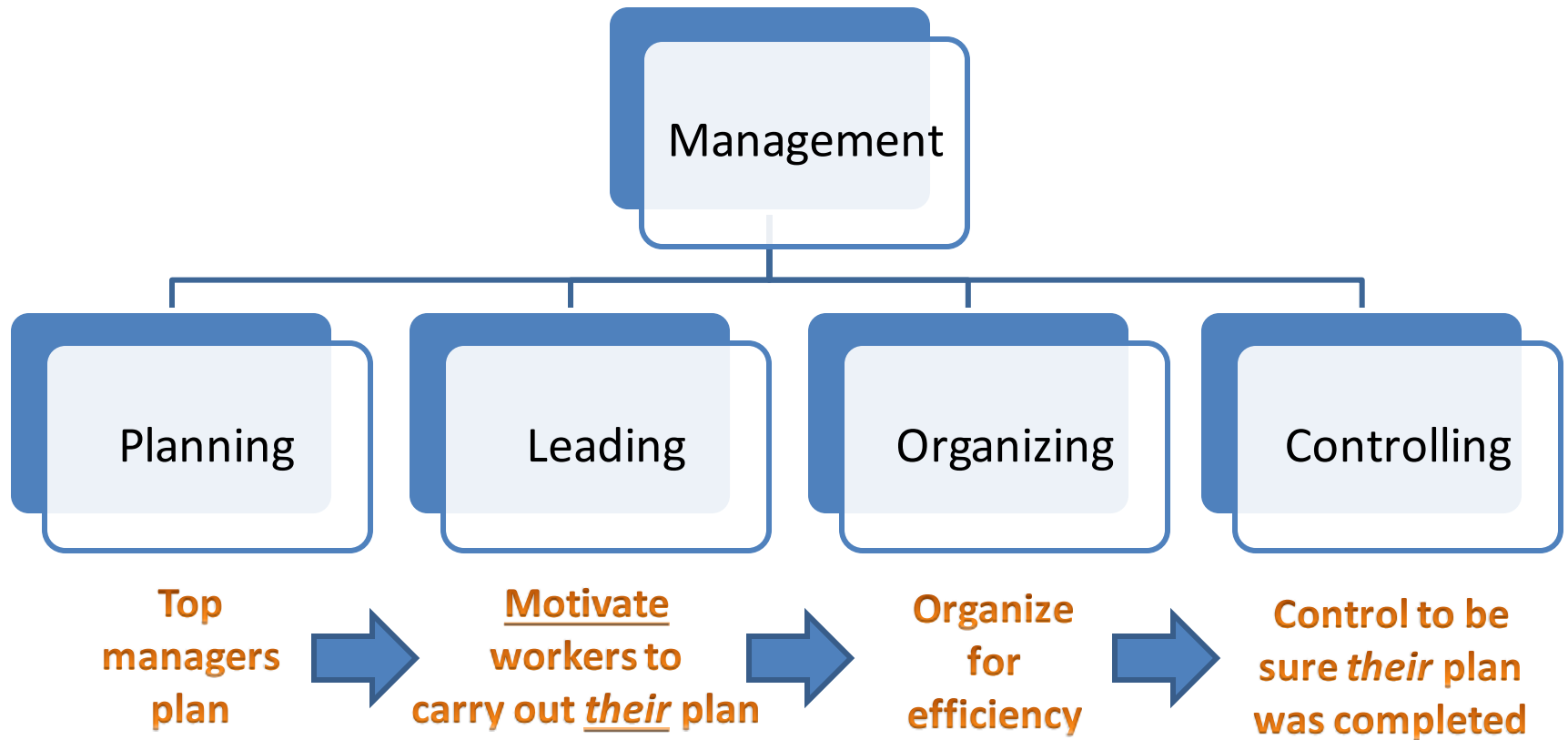
With a Foreword
by

L. URWICK
OBE, MC, MA, FBIM.

PITMAN

54



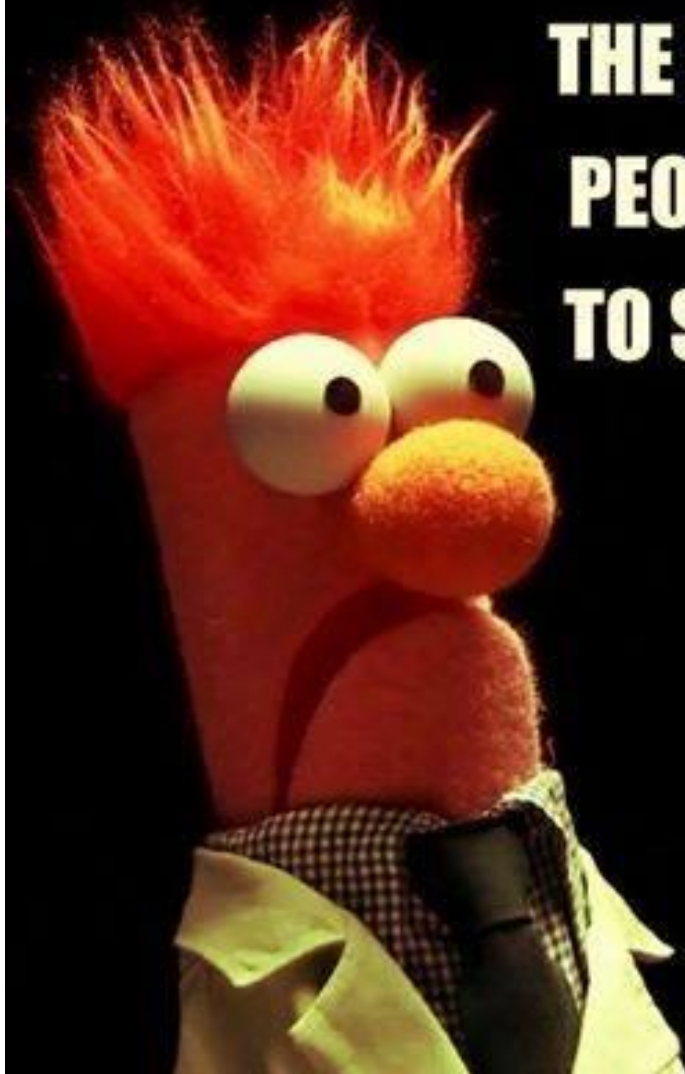


The Problem



Logistics Budget_Breakeven_Jul 8													
Home Insert Draw Page Layout Formulas Data Review View													
R47													
	A	B	C	D	E	F	G	H	I	J	K	L	M
1		#Attendees	0	1	2	3	4	5	6	7	8	9	10
2		#Of Attendees/Room	2	2	2	2	2	2	2	2	2	2	2
3		# of Rooms	0	1	1	2	2	3	3	4	4	5	6
4		# of Nights	2	2	2	2	2	2	2	2	2	2	2
5		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
6		Linen 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
7		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		Total Lodging	\$ -	\$ 238.00	\$ 238.00	\$ 476.00	\$ 476.00	\$ 714.00	\$ 714.00	\$ 952.00	\$ 952.00	\$ 1,190.00	\$ 1,190.00
9		# of Attendees	0	1	2	3	4	5	6	7	8	9	10
10		# of Meals	2	2	2	2	2	2	2	2	2	2	2
11		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
12		Cooking Ingredients	0	0	0	0	0	0	0	0	0	0	0
13		Total Breakfast	\$ -	\$ 20.00	\$ 40.00	\$ 60.00	\$ 80.00	\$ 100.00	\$ 120.00	\$ 140.00	\$ 160.00	\$ 180.00	\$ 200.00
14		# of Attendees	0	1	2	3	4	5	6	7	8	9	10
15		# of Meals	1	1	1	1	1	1	1	1	1	1	1
16		Cooking Ingredients	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89	\$ 10.89
17		Total Lunch (w/Ingredients)	\$ -	\$ 10.89	\$ 21.78	\$ 32.67	\$ 43.56	\$ 54.45	\$ 65.34	\$ 76.23	\$ 87.12	\$ 98.01	\$ 108.90
18		# of Attendees	0	1	2	3	4	5	6	7	8	9	10
19		# of Meals	2	2	2	2	2	2	2	2	2	2	2
20		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
21		Cooking Ingredients	0	0	0	0	0	0	0	0	0	0	0
22		Total Dinner	\$ -	\$ 32.00	\$ 64.00	\$ 96.00	\$ 128.00	\$ 160.00	\$ 192.00	\$ 224.00	\$ 256.00	\$ 288.00	\$ 320.00
23		# of Attendees	0	1	2	3	4	5	6	7	8	9	10
24		# Of Hours	0	4	4	4	4	4	4	4	6	6	6
25		Hourly Rate	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
26		Total Transportation Costs (w/Tax)	\$ -	\$ 218.00	\$ 218.00	\$ 218.00	\$ 218.00	\$ 218.00	\$ 218.00	\$ 218.00	\$ 327.00	\$ 327.00	\$ 327.00
27		# of Attendees	0	1	2	3	4	5	6	7	8	9	10
28		Material Cost	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86	\$ 0.86
29		Total Activities Cost	\$ -	\$ 0.86	\$ 1.72	\$ 2.58	\$ 3.44	\$ 4.30	\$ 5.16	\$ 6.02	\$ 6.88	\$ 7.74	\$ 8.60
30													
31		#Attendees	0	1	2	3	4	5	6	7	8	9	10
32		Fixed Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

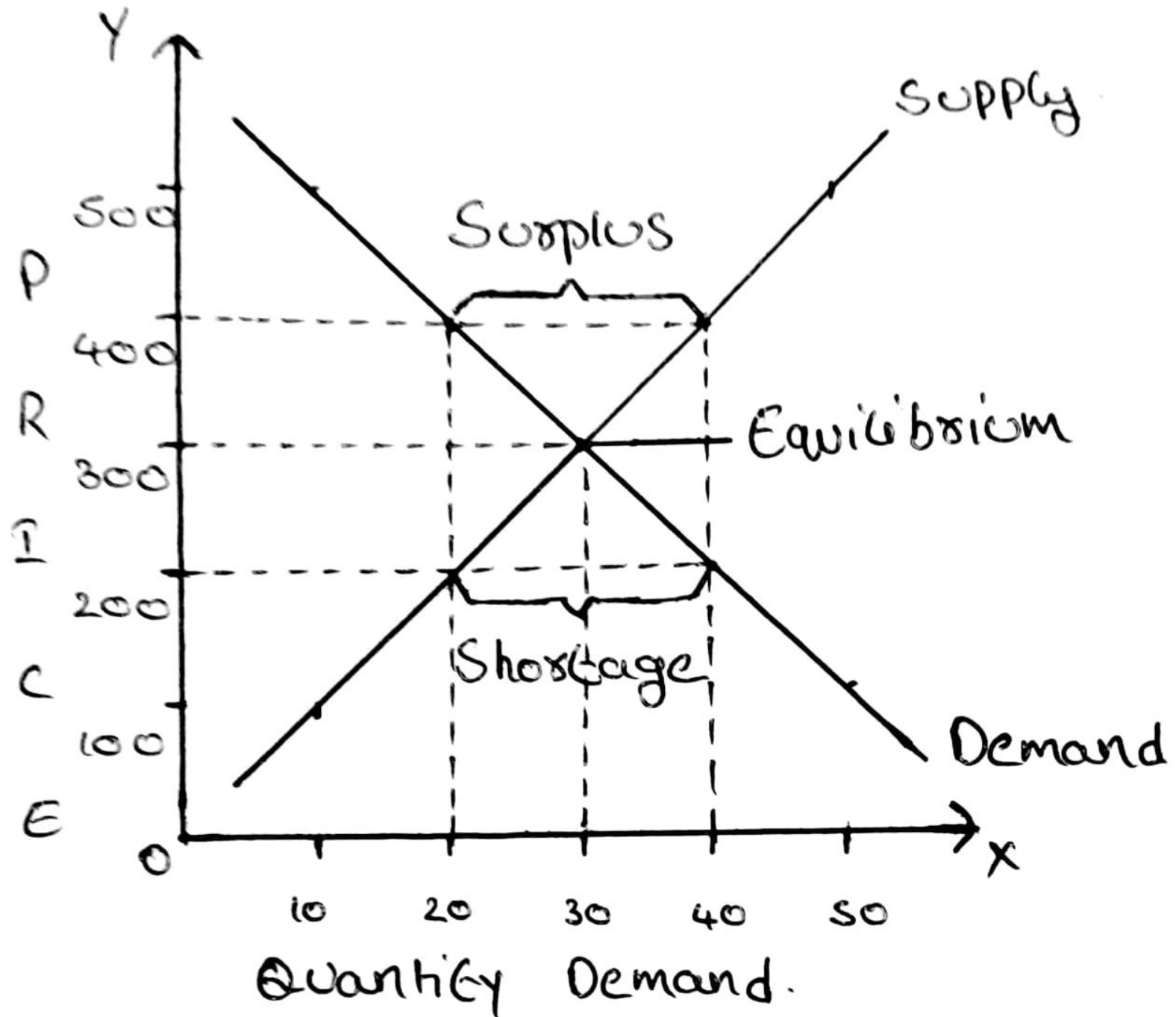


Management vs. Leadership

- Management/Admin:
- Leadership

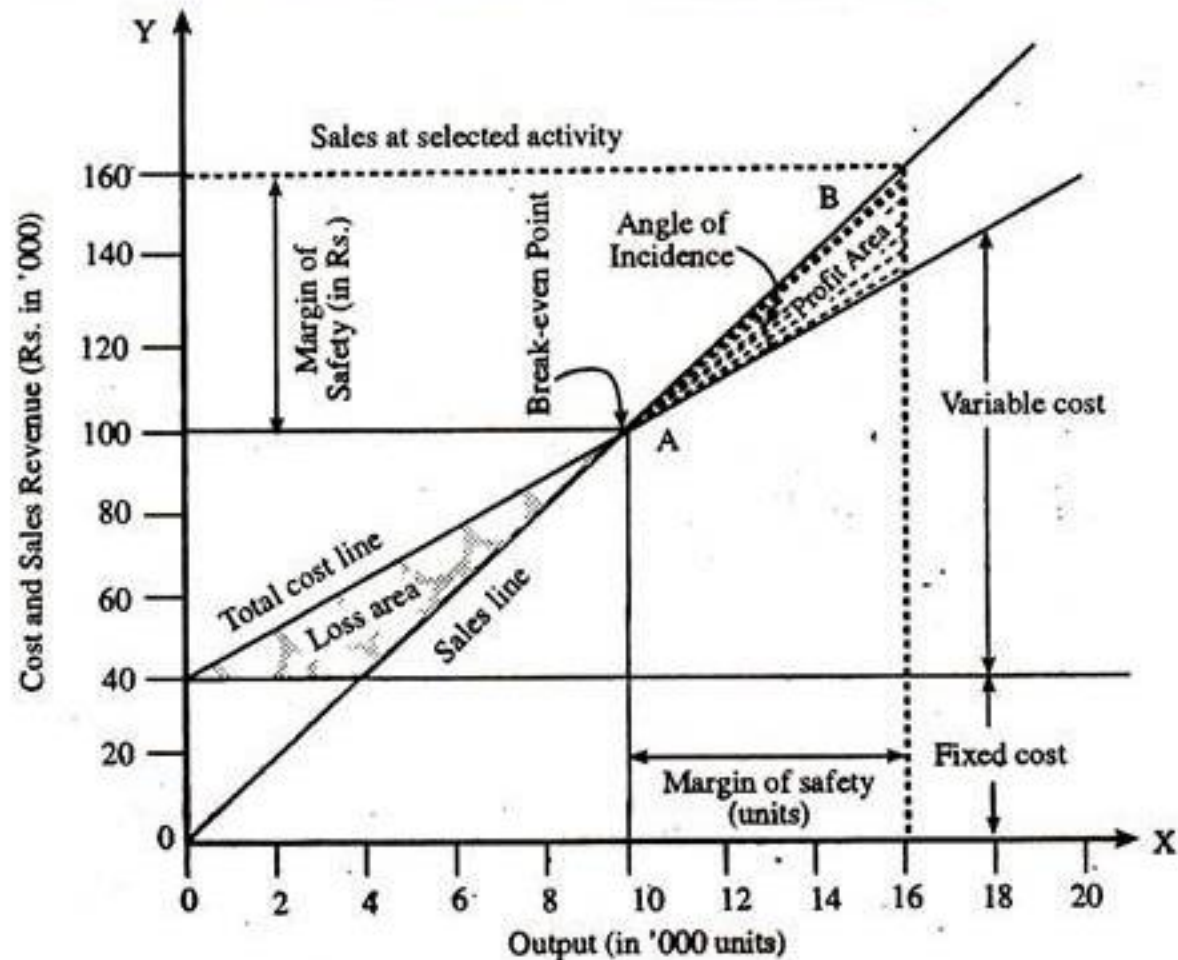
Management vs. Leadership

- 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?



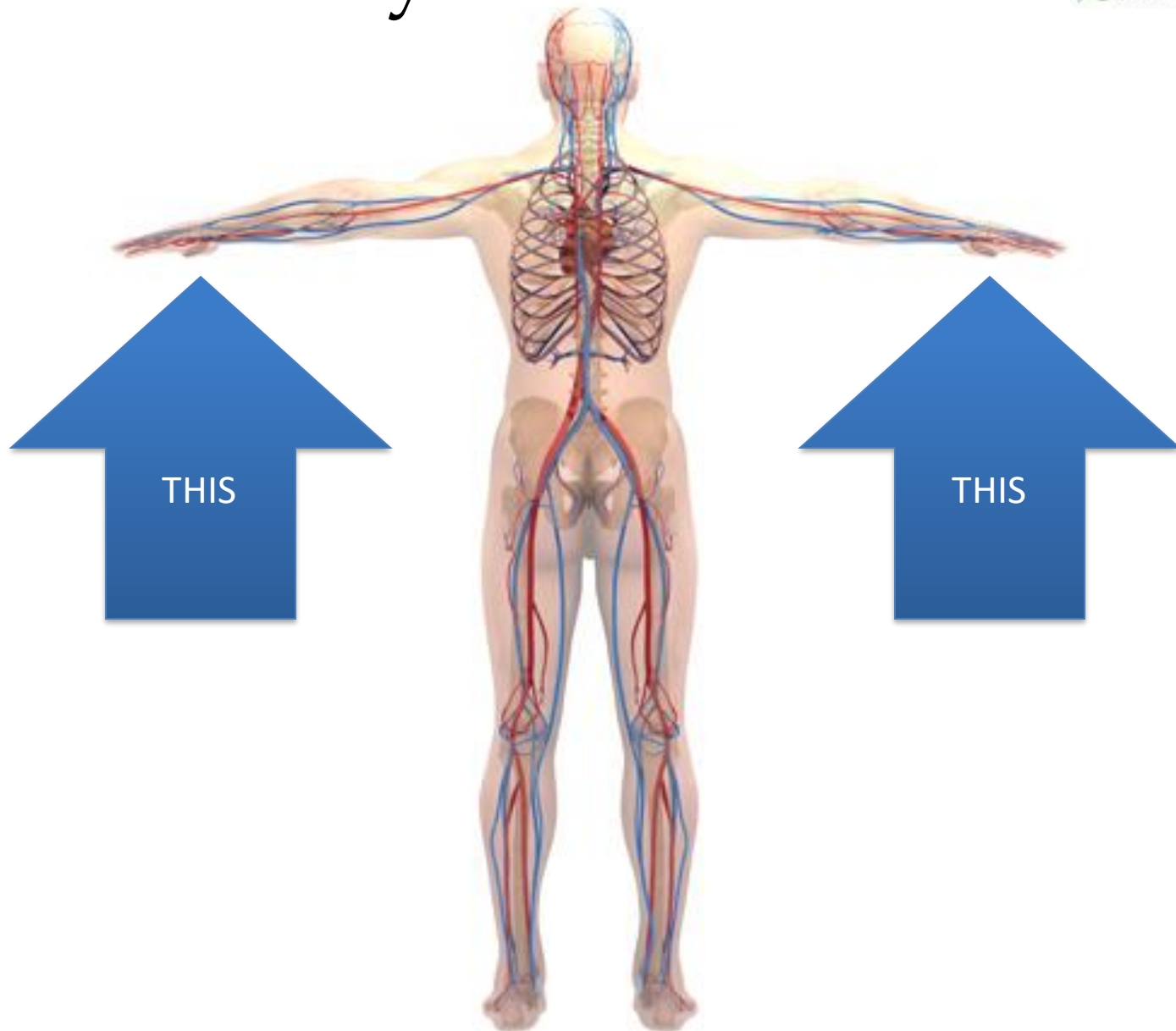
Anatomy of Human Efficiency

The Anatomy of Human Efficiency

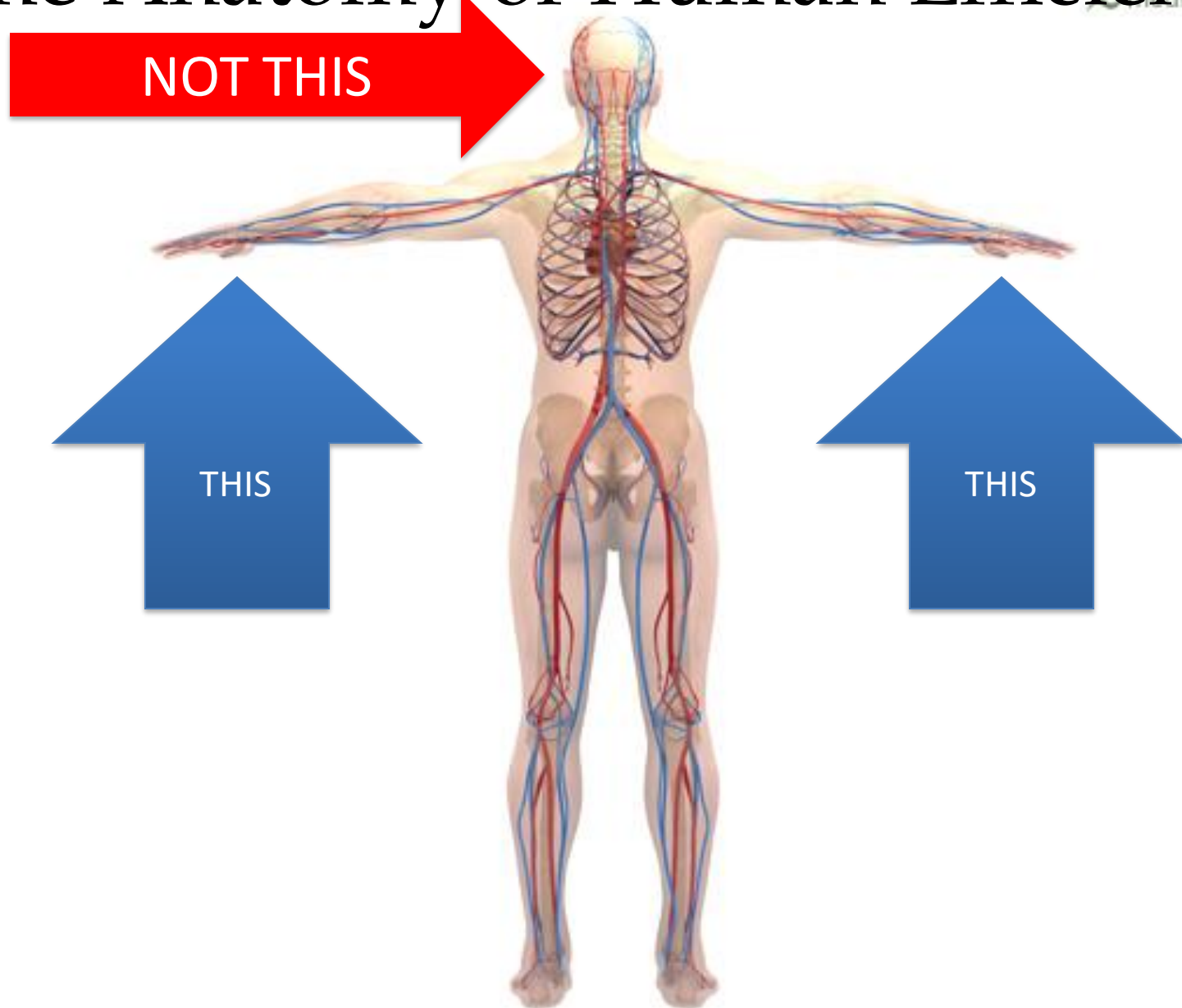


Photo Source: <http://www.medicalgraphics.de/en/free-pictures/organs/vascular-system-back.html>

The Anatomy of Human Efficiency



The Anatomy of Human Efficiency



Management vs. Leadership

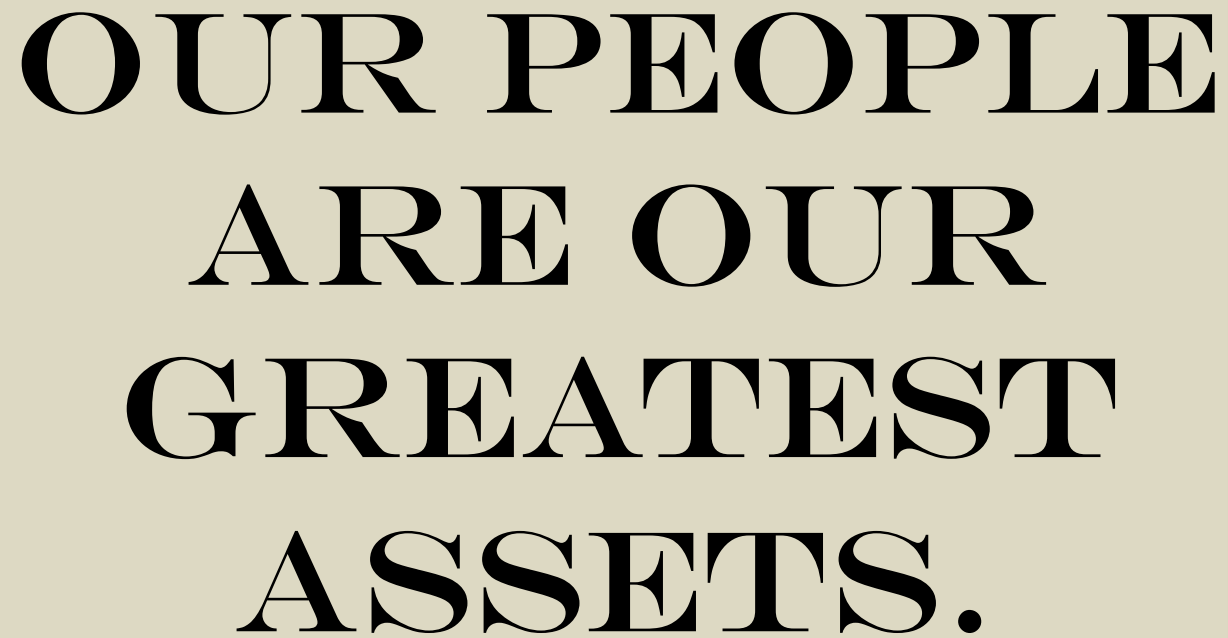
- Management/ Admin:
 - Marked by efficiency
- Leadership

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**

	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			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



MCD \$183.11 * 0.84 ↓ 0.46%

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FUNDAMENTALS

Income Statement

[Balance Sheet](#)

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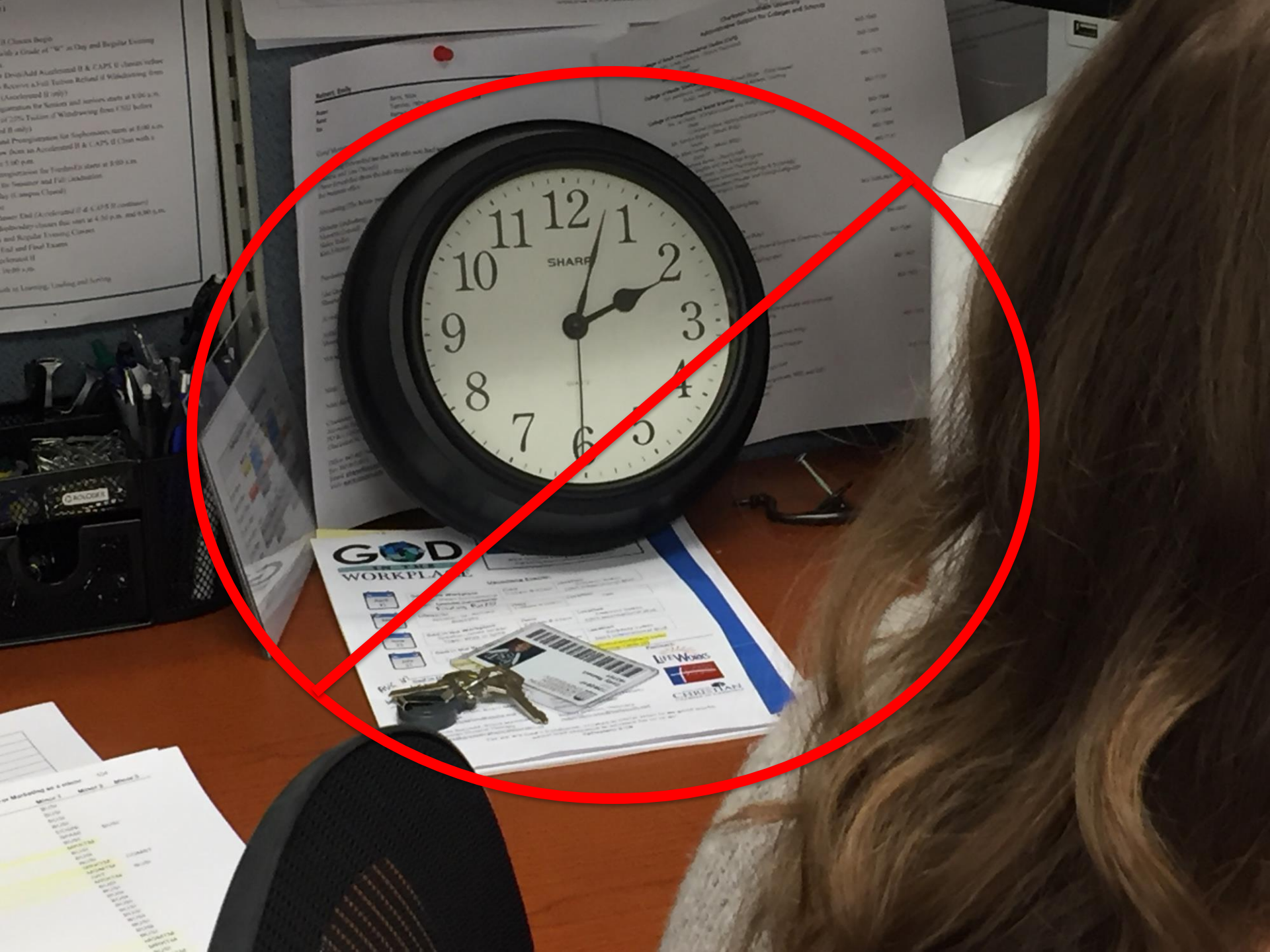
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Annual Income Statement (values in 000's)

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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
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BALTIMORE AND HARRISBURG

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[LEAVE]	A M	P M	P M	P M	P M	P M	P M	P M	P M	P M	P M
Washington +	*8 10	†12 10	‡12 10	§12 10	¶12 10	§12 10	¶12 10	§12 10	¶12 10	§12 10	¶12 10
Baltimore +	A M	P M	P M	P M	P M	P M	P M	P M	P M	P M	P M
Calvert Sta. +	†7 40	A M	P M	‡12 56	¶12 56	§12 56	¶12 56	§12 56	¶12 56	§12 56	¶12 56
Penna. Sta. +	o 7 44	*9 03	†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	7 58	-	-	1 42	4 47	5 42	-	-	-	-	-	-
Lake	6.8	8 00	-	-	-	4 49	5 45	-	-	-	-	-	-
Ruxton	7.4	8 02	-	-	1 48	4 51	5 47	-	6 41	-	-	-	-
Riderwood	8.2	8 05	-	-	1 50	4 54	5 50	-	6 43	-	-	-	-
Lutherville +	9.5	8 08	-	-	1 53	4 58	5 54	-	6 46	-	-	-	-
Timonium	10.7	8 11	-	-	1 56	5 01	5 57	-	6 49	-	-	-	-
Padonia	11.9	-	-	-	-	5 03	5 59	-	6 51	-	-	-	-
Texas	12.5	8 14	-	-	1 59	5 05	6 02	-	6 53	-	-	-	-
Cockeysville +	13.9	8 16	-	-	2 01	5 08	6 06	-	6 56	-	-	-	-
Ashland	14.8	-	-	-	-	-	-	-	-	-	-	-	-
Phoenix	16.8	8 21	-	-	2 06	5 14	6 12	-	7 01	-	-	-	-
Sparks	18.6	8 25	-	-	2 10	5 18	6 16	-	-	-	-	-	-
Glencoe	19.5	8 27	-	-	2 12	5 21	6 19	-	7 07	-	-	-	-
Corbett	21.3	8 30	-	-	2 15	5 25	6 23	-	7 11	-	-	-	-
Monkton	22.0	8 32	-	-	2 17	5 28	6 26	-	7 13	-	-	-	-
Blue Mount	24.0	-	-	-	-	5 31	-	-	-	-	-	-	-
White Hall +	25.5	8 38	-	-	2 23	5 34	6 34	-	7 19	-	-	-	-
Graystone	26.2	-	-	-	2 25	5 36	6 36	-	-	-	-	-	-
Parkton	27.8	8 45	-	-	2 30	5 38	6 40	-	7 25	-	-	-	-
Freeland +	33.3	A 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	-	-	-	-	-	-	-	-	-	-	-	-
Smyser +	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	-
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* Daily.

† Daily, except Sunday.

‡ Daily, except Saturday.

§ Sunday only.

δ Stops only on notice to conductor to discharge passengers.

ƒ 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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▼ 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



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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
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 - 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/Marsh

"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

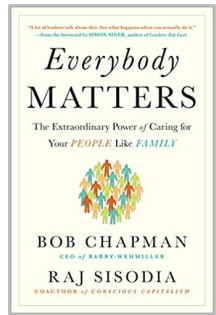
COAUTHOR of *CONSCIOUS CAPITALISM*

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)

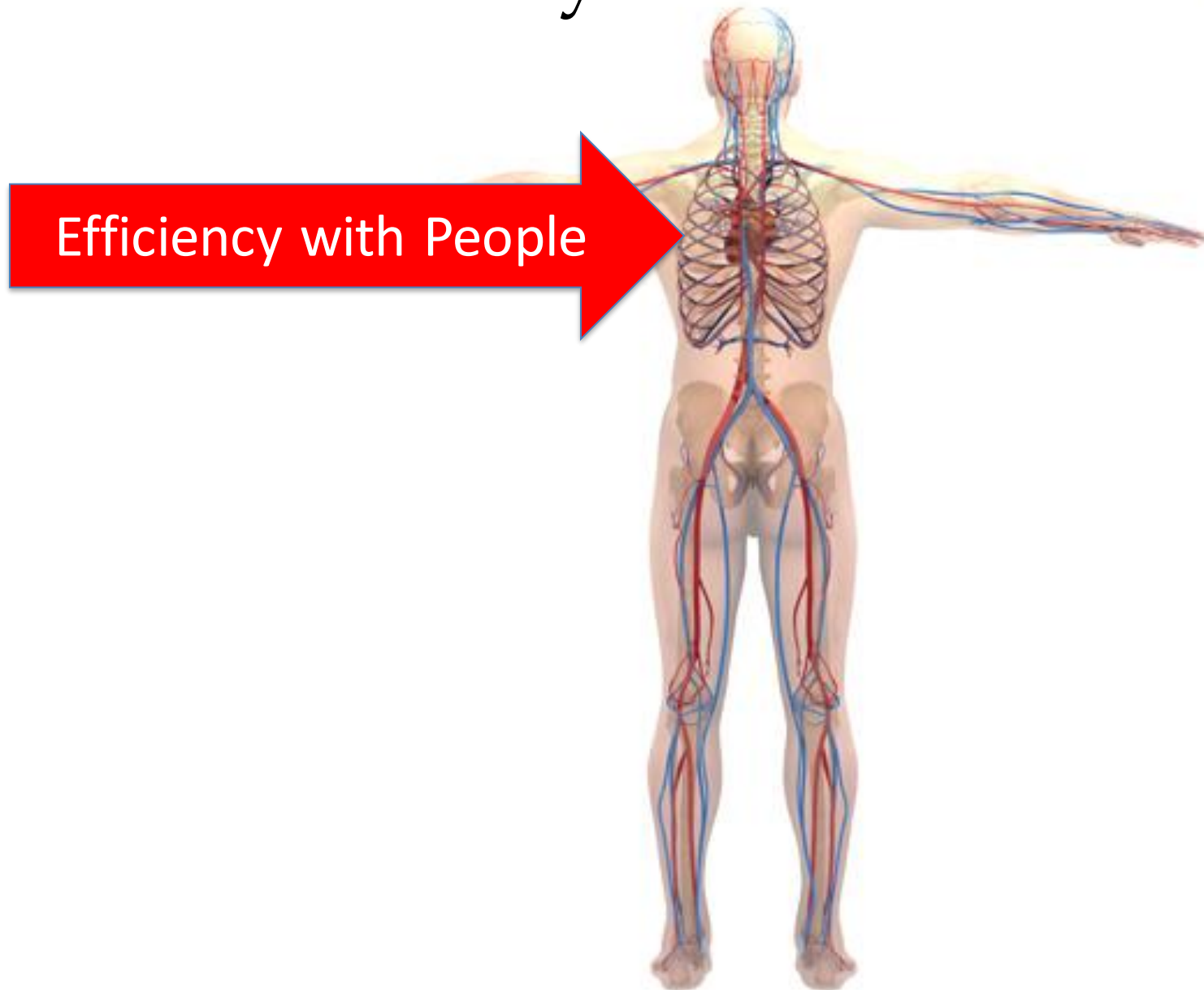


The Anatomy of Human Efficiency

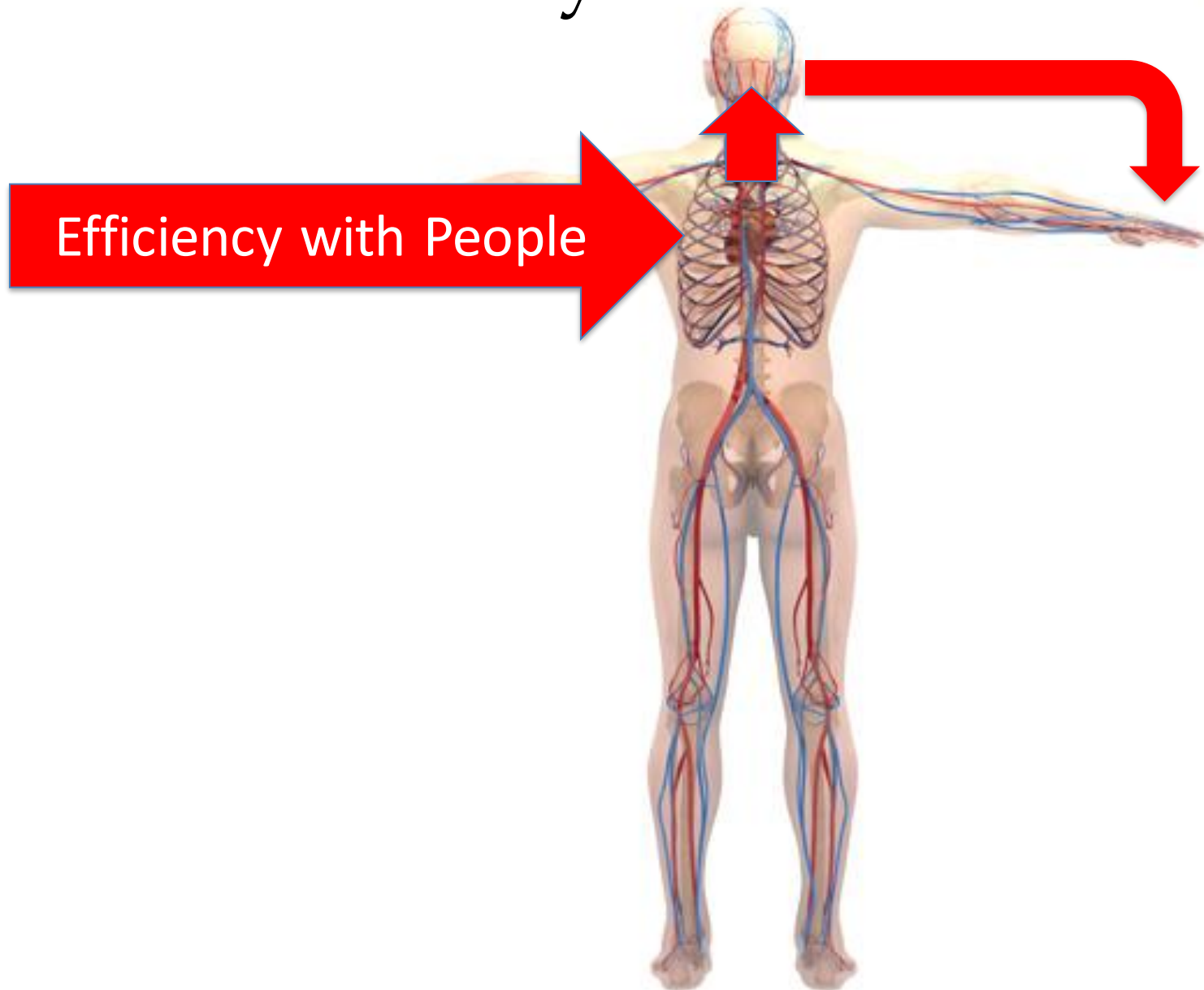


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The Anatomy of Human Efficiency



The Anatomy of Human Efficiency



Management vs. Leadership

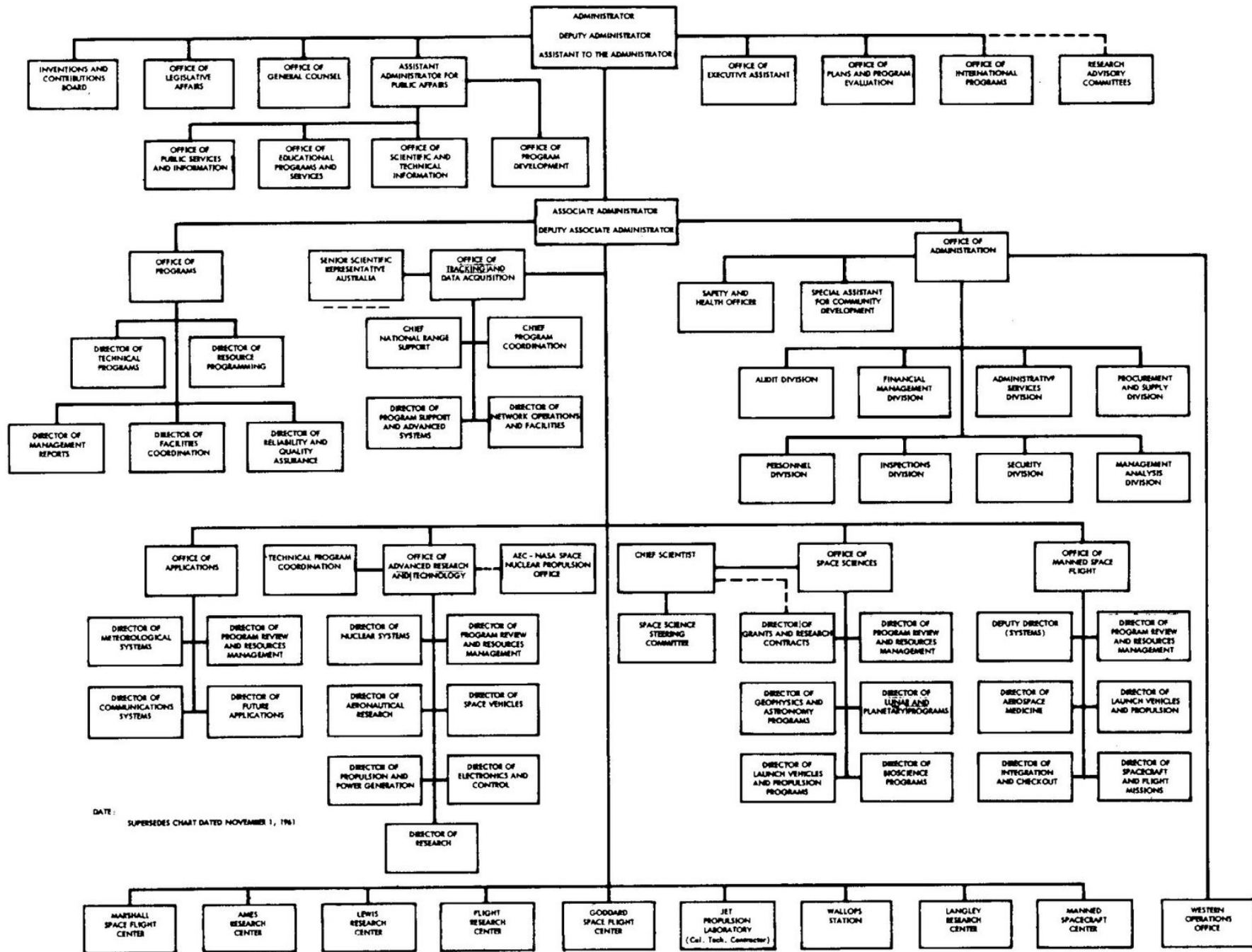
- Management/Admin:
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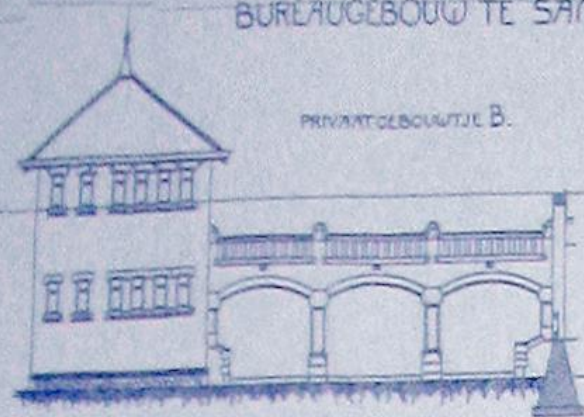
A woman wearing a dark grey pinstripe suit jacket over a white collared shirt and a necklace with a square pendant. She is holding a white rectangular sign with a brown border. The word "MANAGER" is written on the sign in a large, black, serif font. Her right hand is visible at the top of the sign, and her left hand is visible at the bottom, pointing towards the camera.

MANAGER

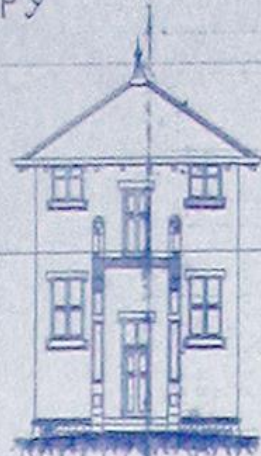


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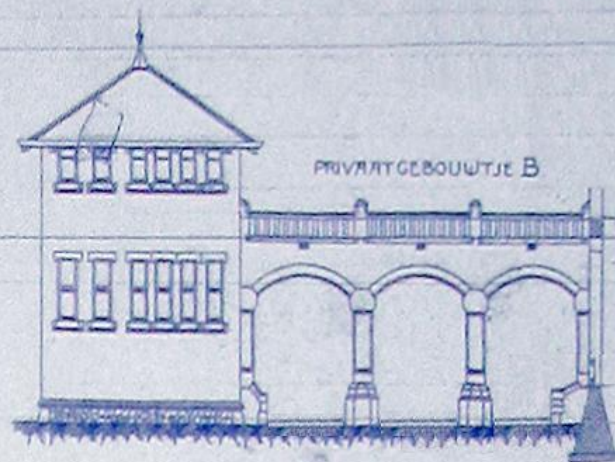
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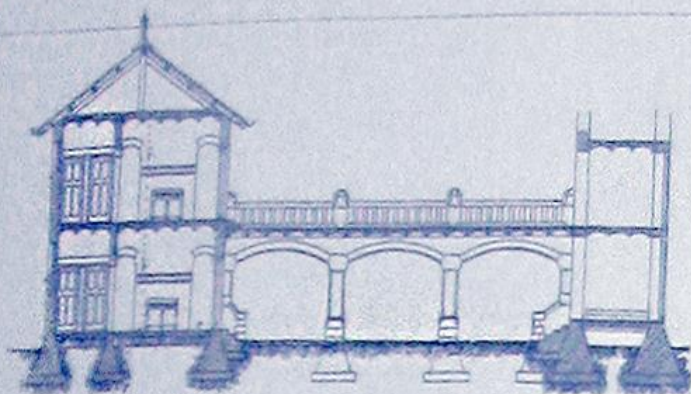
ZYGEVEL



VOORGEVEL



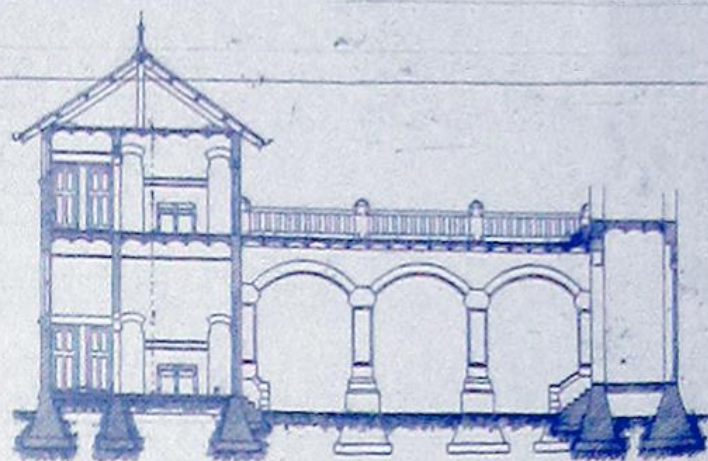
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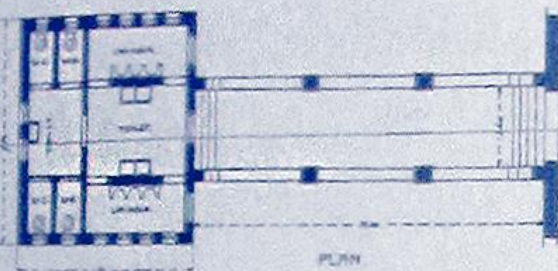
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VOORGEVEL



DOORSNEE



PLAN

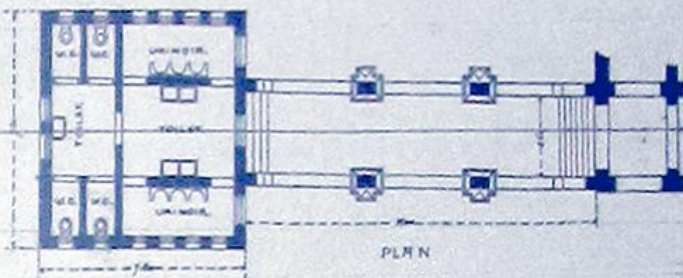
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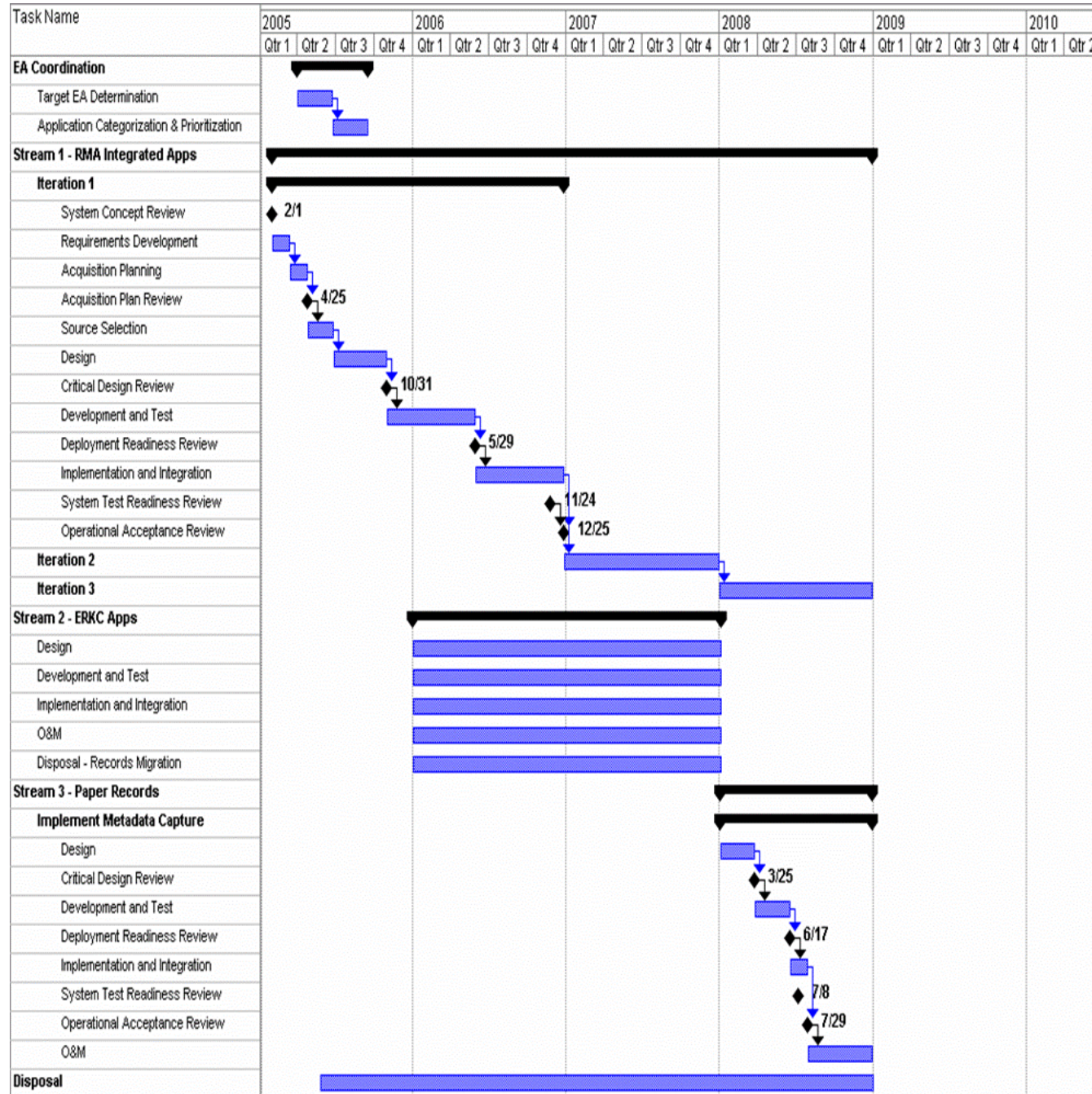
AMSTERDAM FEBRUARI 1902

J. van der Meulen
J. de Witte

ARCHITECTEN.



PLAN



Income Statement All numbers in thousands

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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

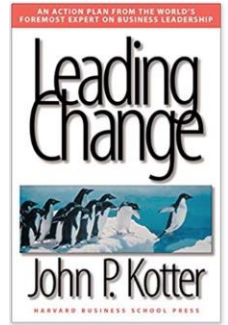
Management vs. Leadership

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

Management vs. Leadership

- Management/Admin:
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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

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 - Marked by efficiency
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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

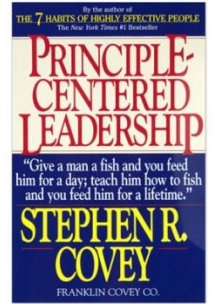
Shared Vision



“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).

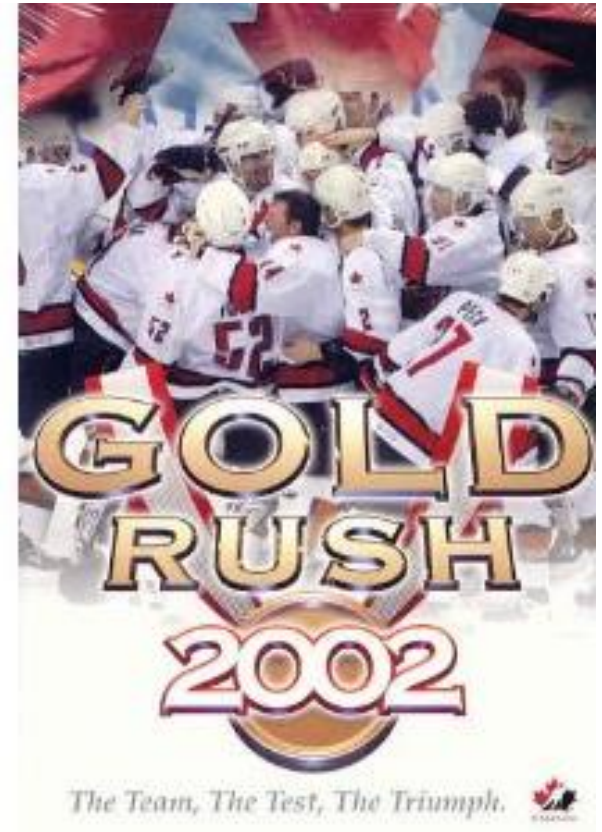




Shared Vision

“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)

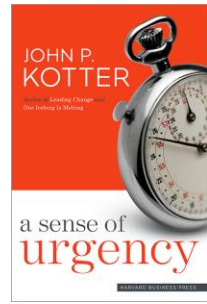




Shared Vision



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

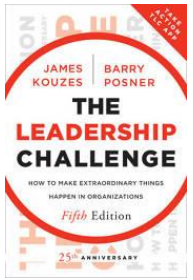
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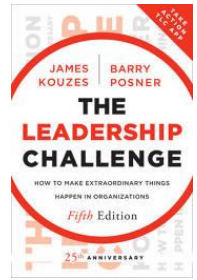
Relationship



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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 - Power from relationship



Boss



Boss



Employee

Power

5 Bases of Power

- Legitimate
- Coercive
- Reward
- Expert
- Referent

Power

5 Bases of Power

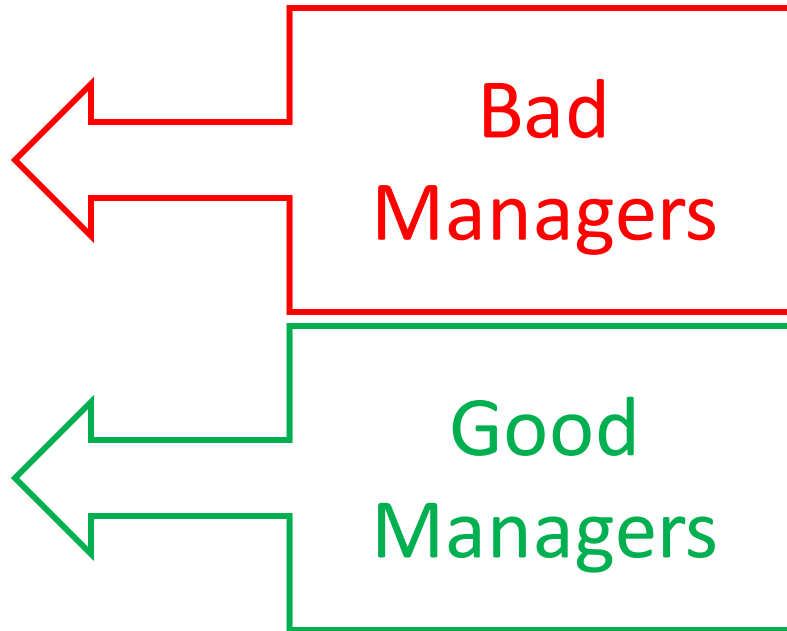
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Power

5 Bases of Power

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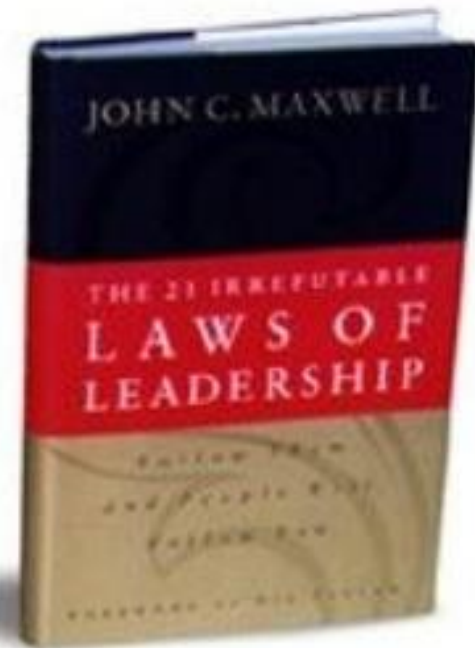


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 - Influence

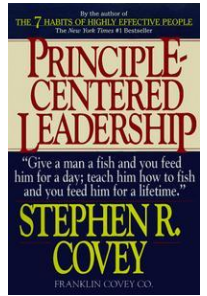
“leadership is
influence
nothing more,
nothing less”

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

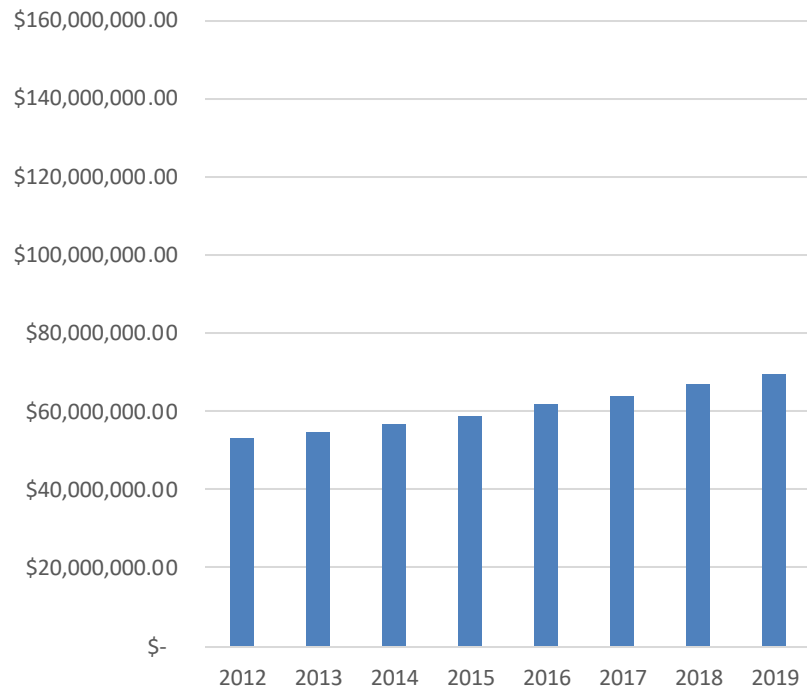
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Management vs. Leadership

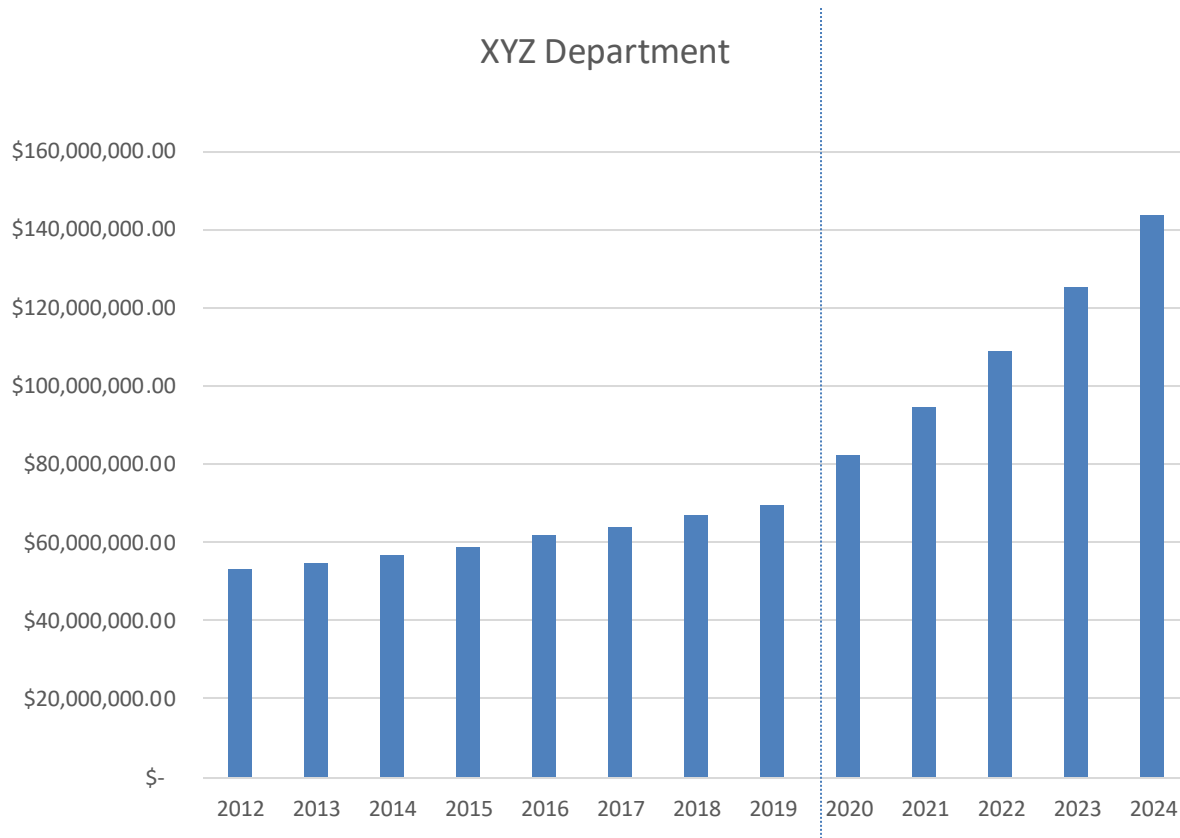
- Management/ Admin:
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 - Rational
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 - Power from data
 - Carrots and sticks
 - Production from people
- Leadership
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Production and People

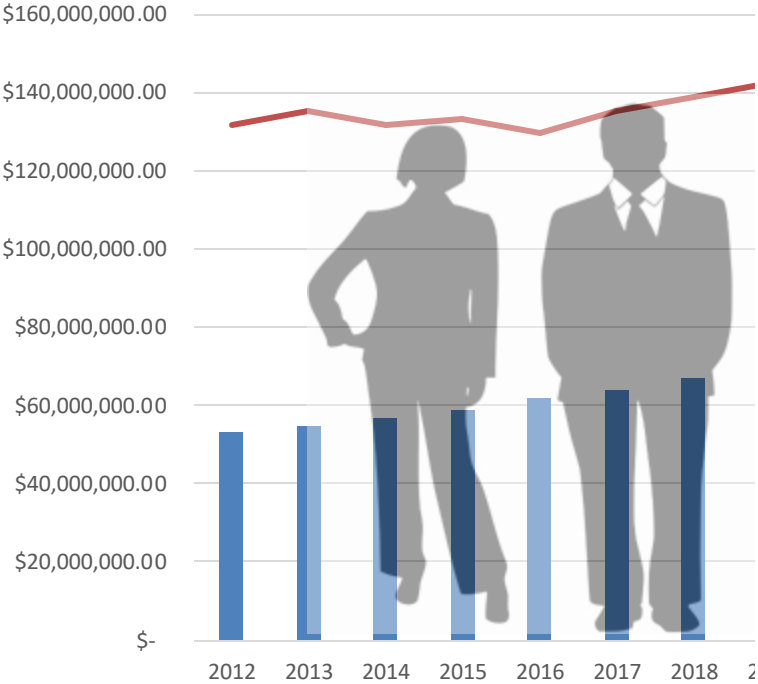
XYZ Department



Production and People

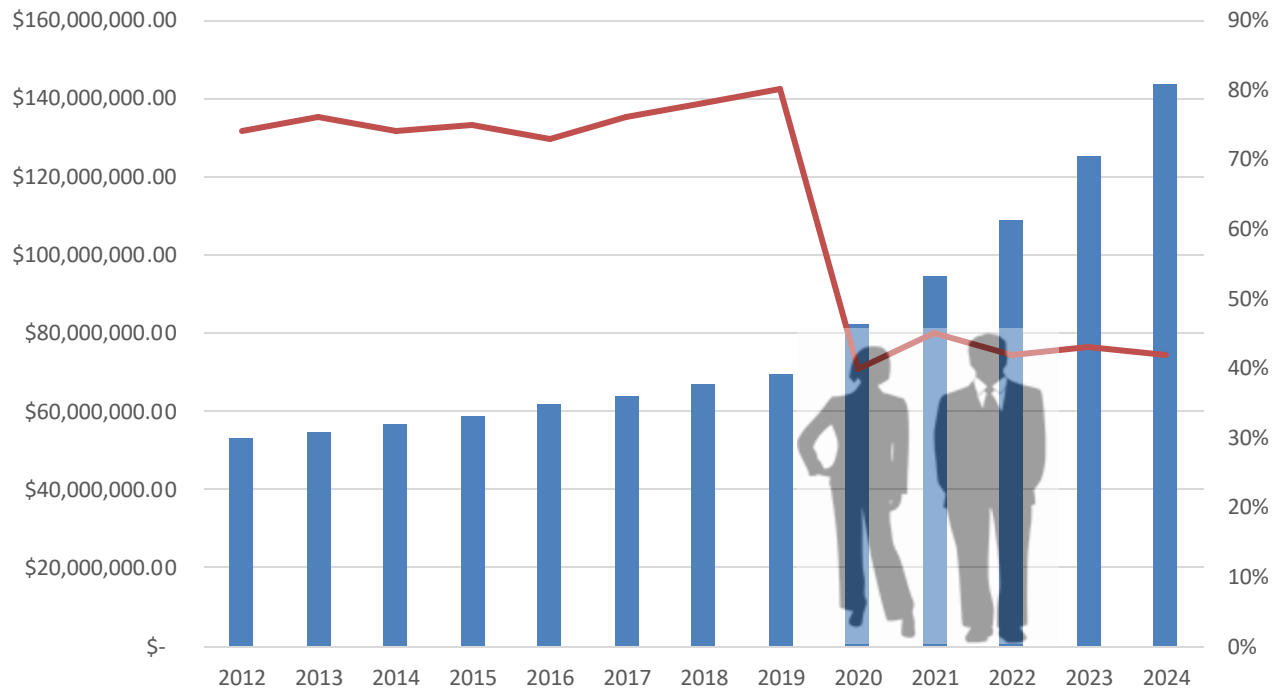


XYZ Department

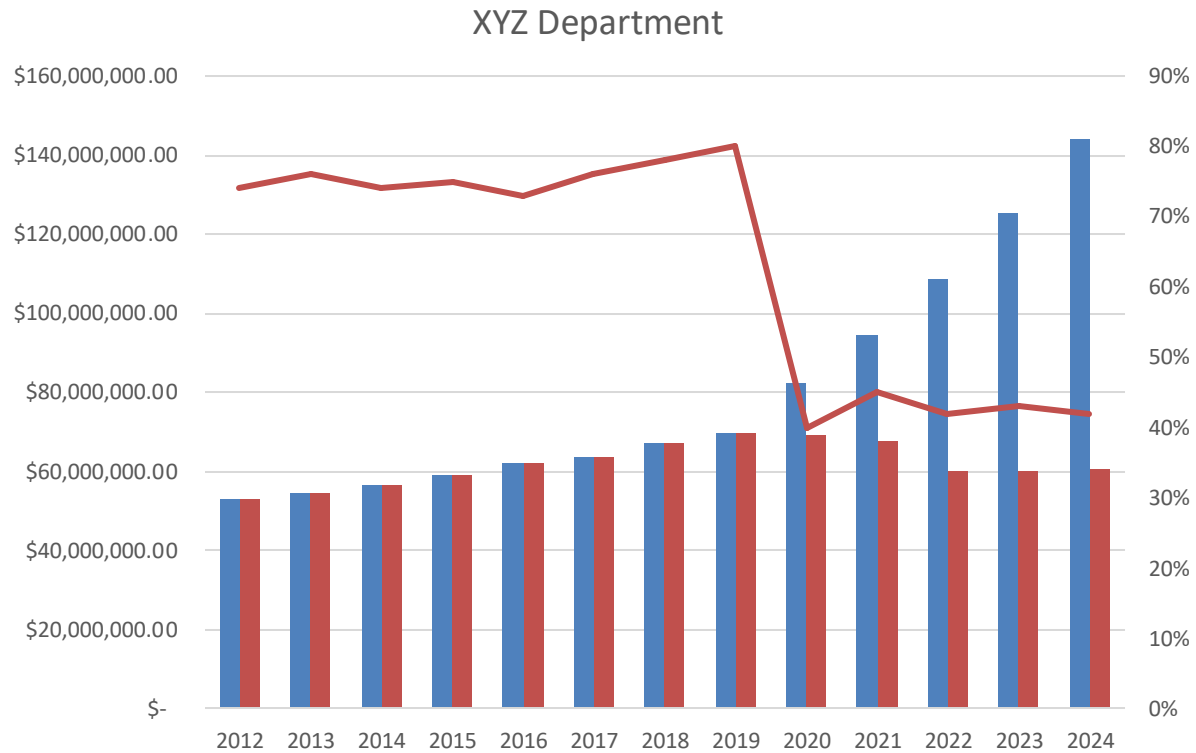


Production and People

XYZ Department



Production and People



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 - Influence
 - Growth of people

Thought Experiment

Leadership



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



Leadership

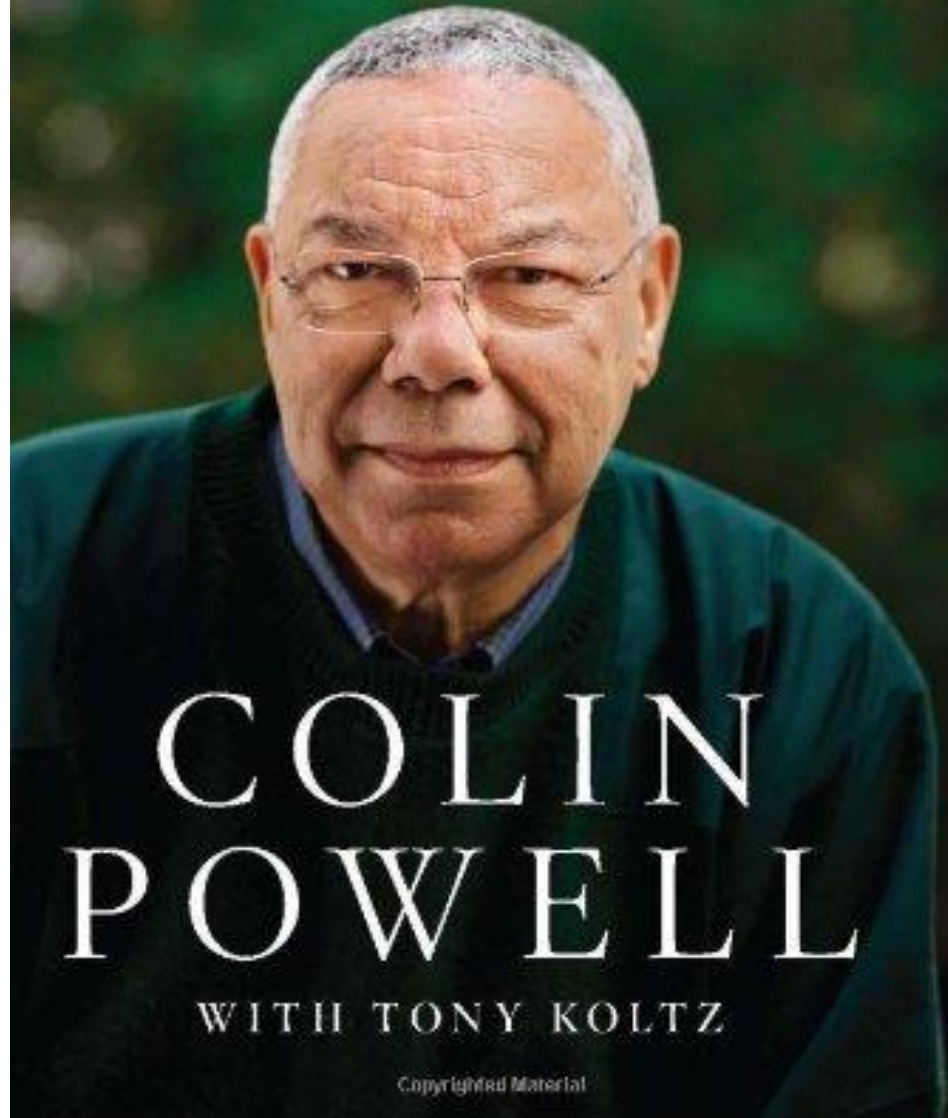


No one said anything that looked like this:



IT WORKED FOR ME

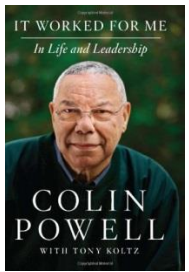
In Life and Leadership



COLIN POWELL

WITH TONY KOLTZ

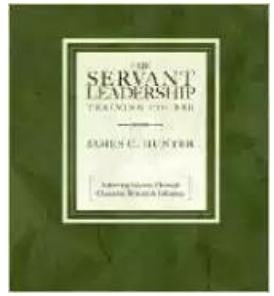
Leadership and Growth



- **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.

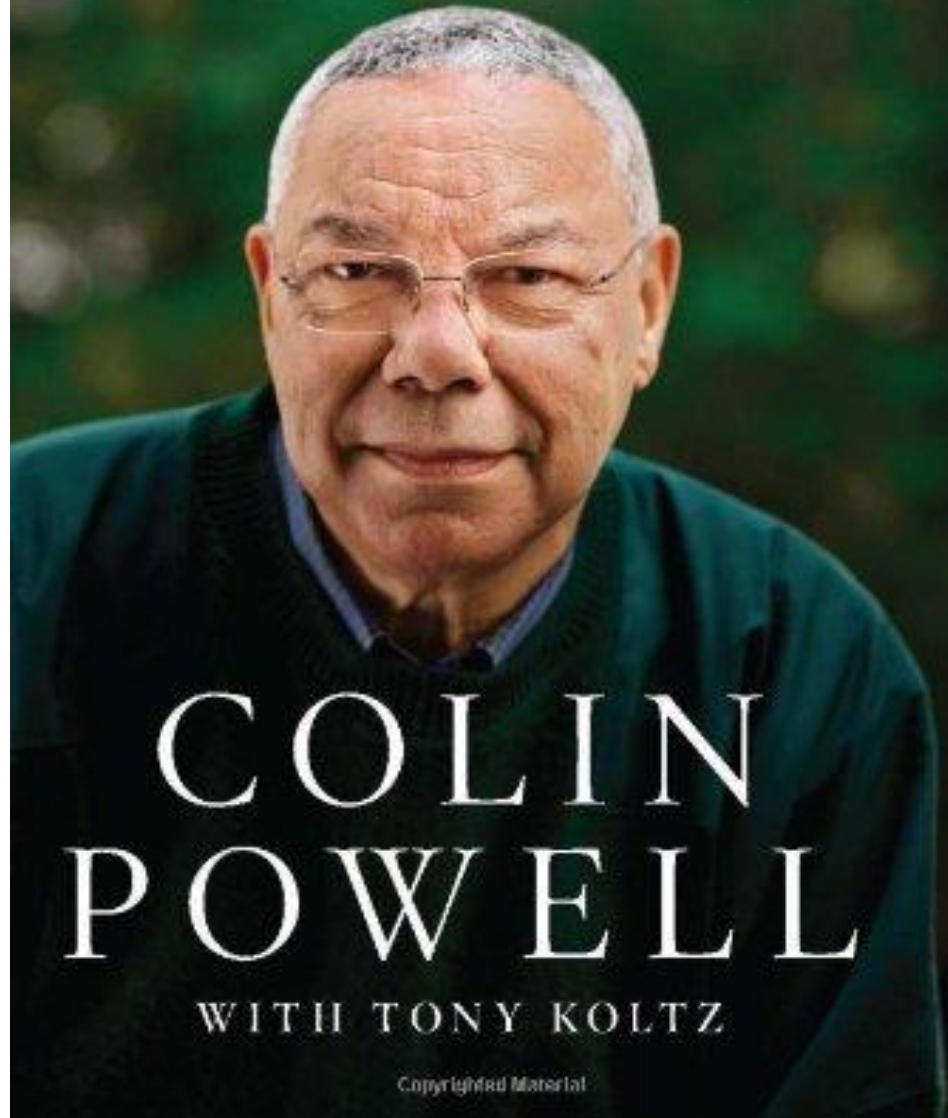


5.3k SHARES



IT WORKED FOR ME

In Life and Leadership

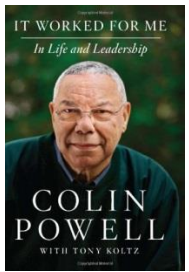


COLIN POWELL

WITH TONY KOLTZ



Real Leadership

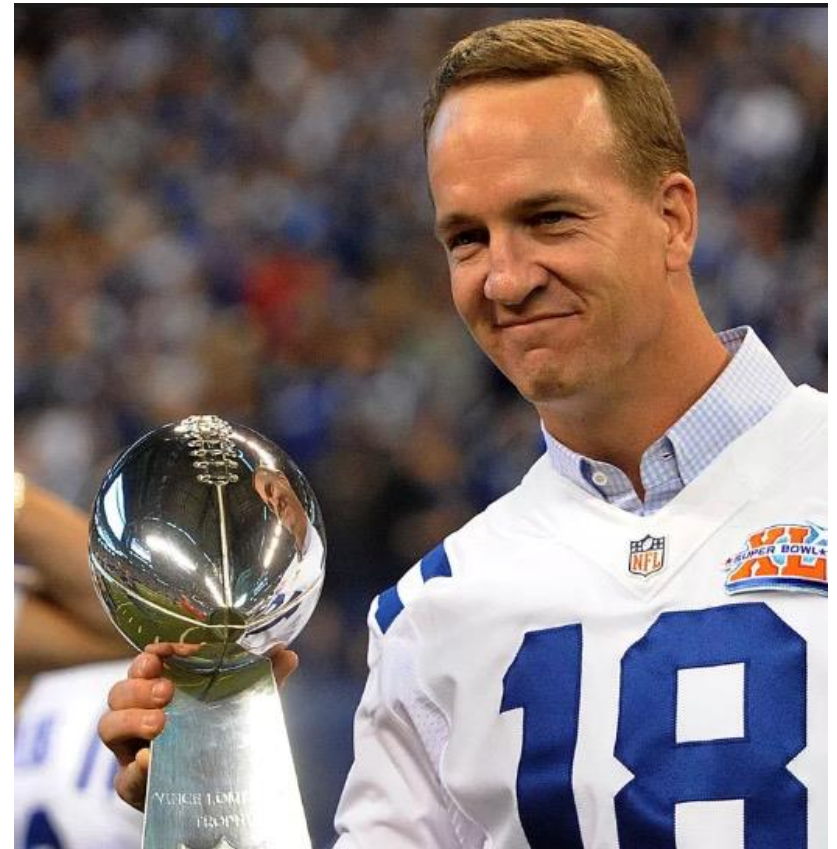


- In the State Department Garage:
 - “Mr. Secretary,” one of them said, “it kind of goes like this. When you drive in, if you lower the window, look out, smile, and you know our name, or you say ‘Good morning, how are you?’ or something like that, you’re number one to get out. But if you just look straight 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).

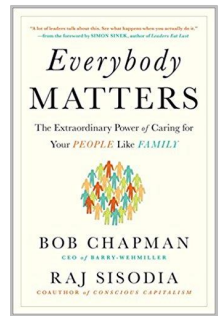
Real Leadership

- “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

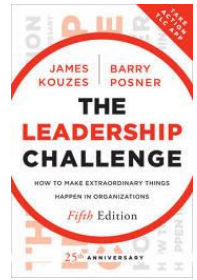


Real Leadership



- “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)

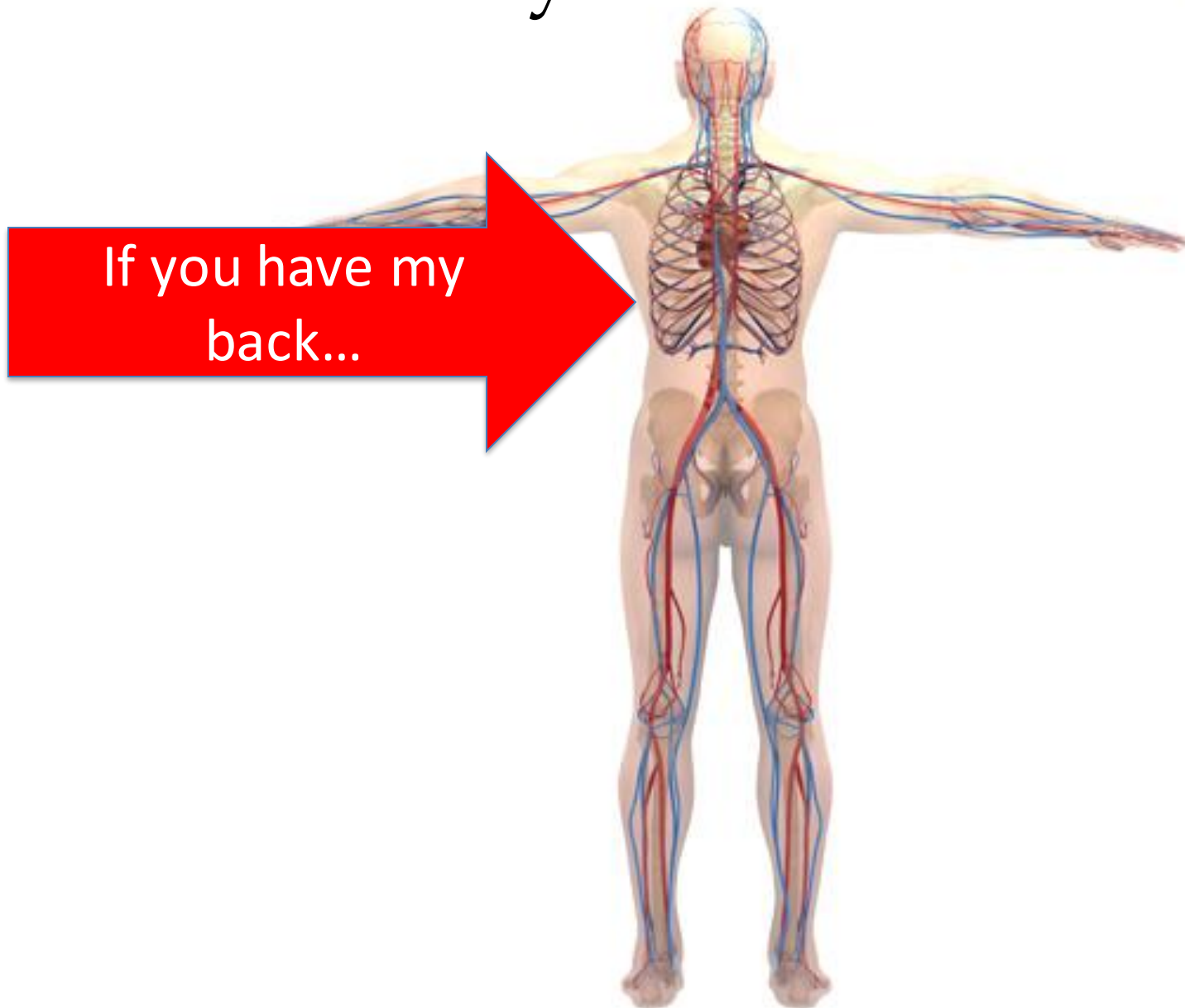
- Honest
- Forward Looking
- Competent
- Inspiring (p. 35)

The Anatomy of Human Efficiency

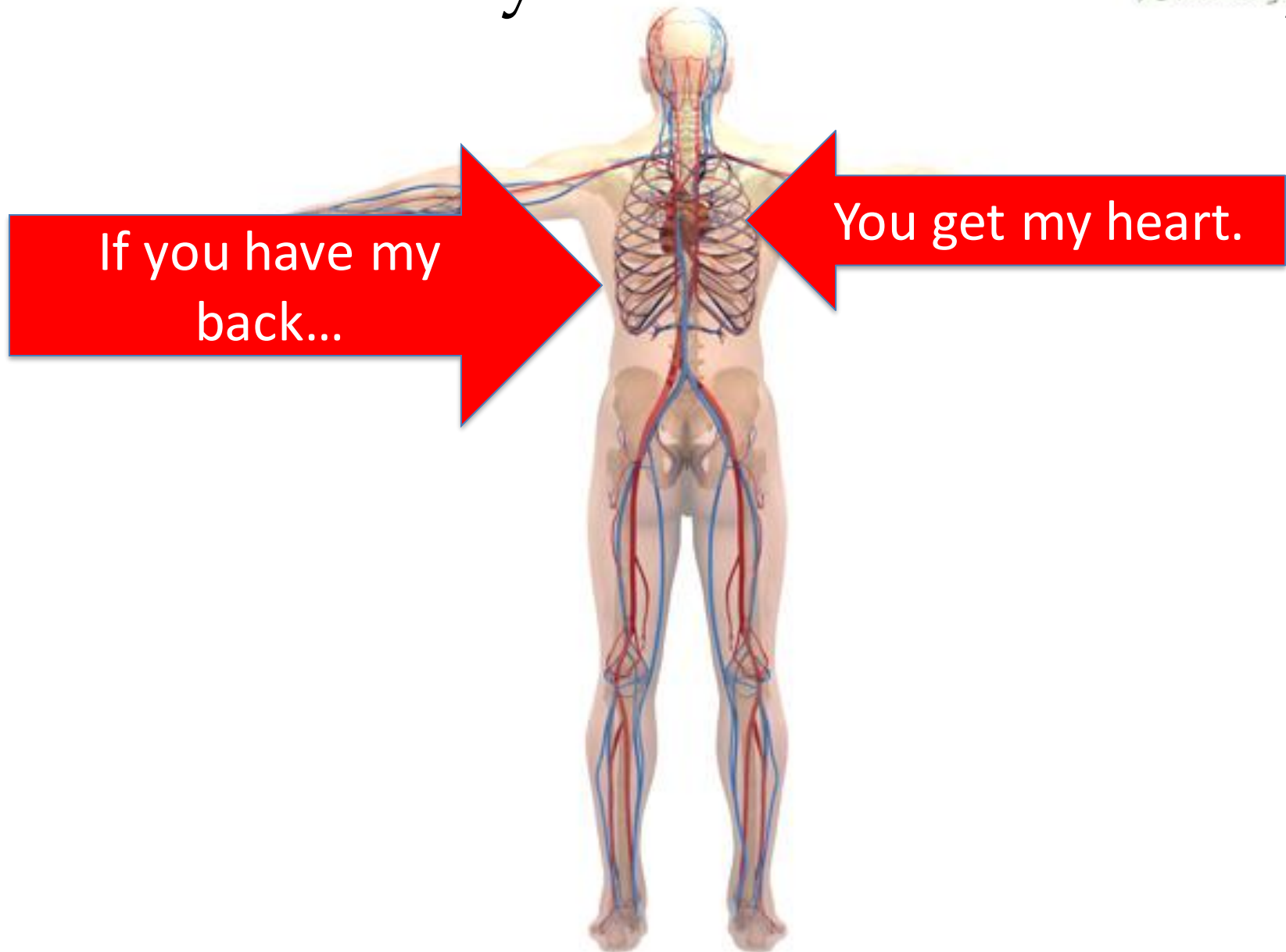


Photo Source: <http://www.medicalgraphics.de/en/free-pictures/organs/vascular-system-back.html>

The Anatomy of Human Efficiency



The Anatomy of Human Efficiency





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Darin Gerdes, Ph.D.

I can help you become the leader you know that you can be.

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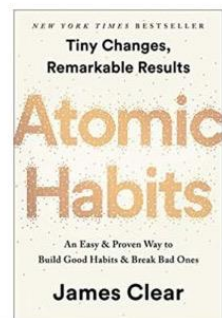
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CHANGE, MOTIVATION, SUCCESS

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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Questions

