



Making the CEO – Brevard's Business Leaders

*Special Guest, Mr. Howard Lance
Chairman, President, and CEO
Harris Corporation*

*Presented by Young Professionals of Brevard
October 16, 2006*

- Management, Strategy & Leadership– why all 3 are important
- Personal attributes for success
- A few thoughts about career planning
- Mastering the work – life balance
- Importance of civic involvement
- Q & A

A variety of skills is required

Leadership

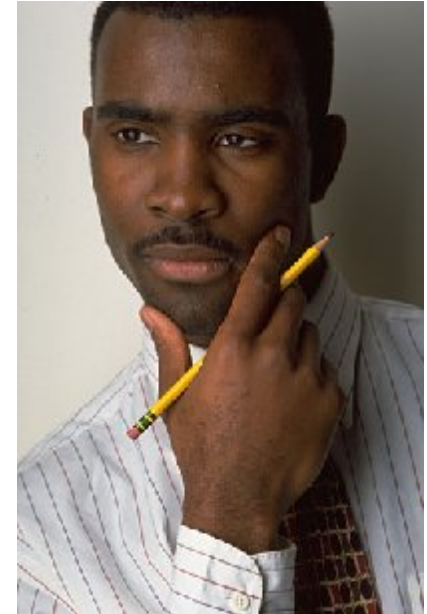


Management

Strategy

- ▷ **Accountability**
- ▷ **Leadership**
- ▷ **Competitive Spirit**
- ▷ **Constructive Dissatisfaction**
- ▷ **Sets High Standards**
- ▷ **Innovation & Creativity**
- ▷ **Sense of Urgency**
- ▷ **Integrity**
- ▷ **Challenge Everything**
- ▷ **Customer Focus**
- ▷ **Analytical Approach**
- ▷ **Disciplined Execution**

- Each individual is responsible for:
 - Knowing the mission of the organization
 - Aligning to the mission
 - Setting personal goals
 - Identifying necessary actions to drive improvement
 - Measuring improvement
- Exhibiting consistently good judgment in daily decision making is the key to success
- Ask everyday, “What am I going to do today to contribute to the success of the organization”



- Set a clear direction on the end goal to be achieved and the path to be taken to achieve it
- Communicate, communicate and then communicate again
- Leaders must “walk the talk” in order to establish credibility
 - They enable the behaviors they personally exhibit
 - They enable the behaviors that they tolerate
 - “Leaders lead from the front”



- “Nothing focuses the mind better than the constant sight of a competitor who wants to wipe you off the map”- Wayne Calloway
- Being paranoid about your competitors is not a bad thing
- “If you’re not the lead dog, the view never changes”



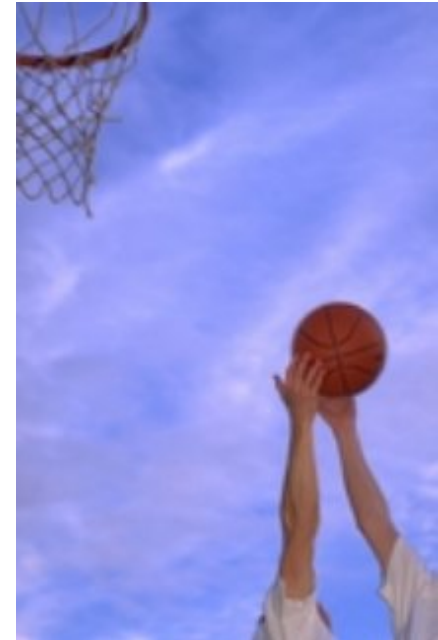
Constructive Dissatisfaction

- Celebrate your successes
 - But, never become complacent with your current position
 - Be dissatisfied, but in a constructive way
- “It’s at the moment of victory that you can be sowing the seeds for your future defeat. After you jump the bar, then you’ve got to raise it and go back and do it again”– Bob Novello



Sets High Standards

- Expect only the best from yourself and your team members
- Don't be afraid to stretch to achieve never-before reached goals
- “Success is more attitude than aptitude”

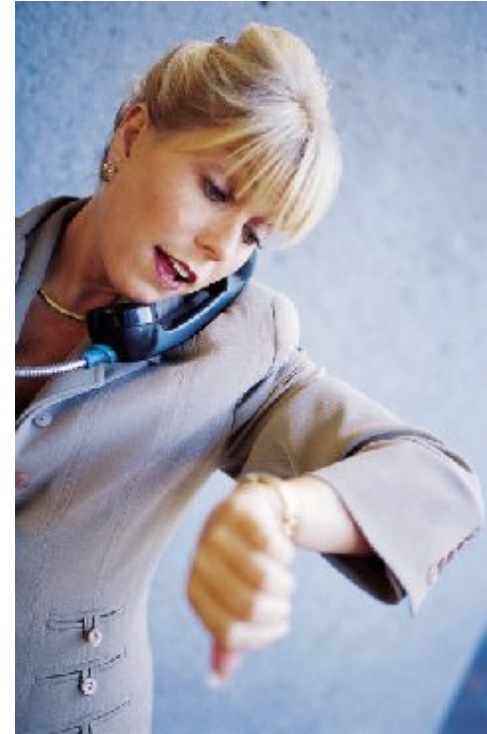


- If you're not moving ahead, then you're moving backward relative to your competitors
- “Some men see things as they are and say why. I dream of things that never were and say why not.”—
John F. Kennedy
- “Every wall is a door”—
Ralph Waldo Emerson
- Risk is inherent in trying new things, but it can be managed
 - “Pioneers get all the arrows”



Sense of Urgency

- We're all given the same amount of time, it's what we do with ours that makes the difference
- "Time waits for no man"
- Problems are made to be solved, and the faster they're solved, the smaller they stay
 - Procrastination only allows small problems to get larger



- Honest, ethical and open in all business and personal interactions
- “A soiled reputation cannot be easily repaired”

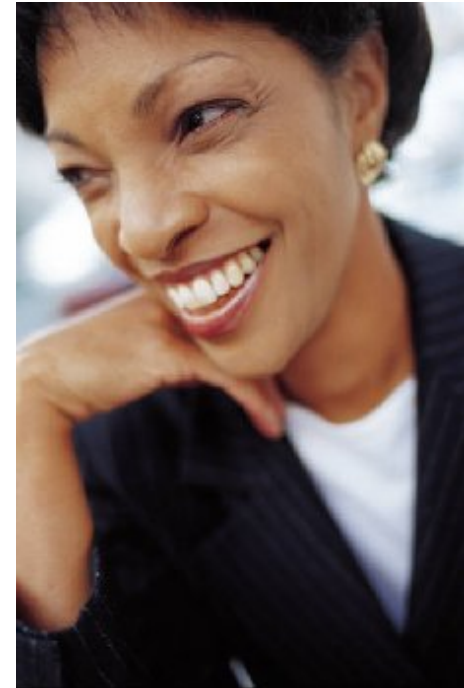


Challenge Everything

- Challenge processes that are inefficient and ineffective and get in the way of serving our customers
- “The status quo is the enemy of progress”
- “If everyone is thinking alike, then somebody isn’t thinking”—
General George S. Patton



- Be driven by the customer's agenda
- Create meaningful value propositions that differentiate you from the competition
- Always have an external perspective, rather than an internal one



Analytical Approach

- Make fact-based business decisions
 - Don't allow emotions to impact good judgment
- “That which is measured is that which will be improved”



- Plan, execute, measure, revise the plan, then start again
- “There are three core processes which must be linked to ensure superior execution: people, strategy and operations” – Larry Bossidy in Execution
- Under-promise and over-deliver to develop a track-record of consistent performance



- A career is a lot like building a wall– you want to keep adding new “bricks” of skills and experiences
- Decide on a general direction, but don’t be too specific or you might block out potential opportunities
- If you focus on the current job with a high level of performance, the future tends to take care of itself
- You must ultimately decide what fits your personality best– generalist vs. specialist and manager vs. individual contributor
- Advanced degree programs expose you to a whole different level of learning and professional interaction
- Seek out mentors to assist with your professional development
- Take responsibility for your own future

- “Building your wall” may take some trade-offs and sacrifices
 - Relocation
 - Increased travel
 - Increased work hours
 - Increased stress
- The result can be well worth the investment
 - Personal and professional growth
 - New experiences
 - Increased responsibilities
- In the end, it’s a very personal decision– every situation is different

- United Way of Brevard, Board Chairman; past Campaign Chairman
- Florida Institute of Technology, Board of Trustees
- Florida Council of 100, Board of Directors
- Enterprise Florida, Board of Directors
- Manufacturer's Alliance, Board Vice-Chairman
- Aerospace Industries Association, Board of Trustees

Q & A