

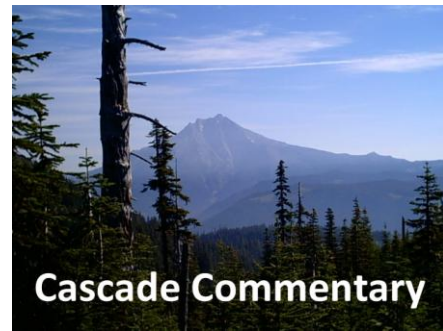
The Cascade Commentary

An Occasional Paper

George H. Meyers, Ph.D., Commentator

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Announcement

Have you ever wished for a practical training manual for business explaining to you what to do and how to do it? ***Kingdom Business Leadership*** was written by Dr. George Meyers to empower a new kind of business leader. In today's fast-paced marketplace, leading and managing wisely are still mandated even though technological advances are rapidly changing many aspects of the work environment. This book reinforces progressive and continuous lifelong learning while engaging in the global marketplace. High standards of morality and integrity are crucial to advance in leadership. The book confirms that work is honorable and profit is essential in the Kingdom of God at work in the marketplace.

The book, ***Kingdom Business Leadership***, is going to the publisher in a few days and you will be notified when it is available for purchase.

Learner-Centered Online Course

June 1st was the launch for the course, ***Advancing Business Entrepreneurs and Leaders in the Marketplace*** using the text of the book. We selected 12 protegés as the initial group to take the course through the **Cascade Institute for Kingdom Business Advancement**. We are now accepting applications for future groups. The course described above, including the text book – ***Kingdom Business Leadership*** – costs \$100 per individual, couple, or family wishing to include older children. For more information or to apply for participation in a group, contact:

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This learning experience is done entirely online. The concept is to facilitate participants in advancing in management and leadership skills through a mentor-protégé model. They will be fortified in leadership capacity in a practical way to strengthen life skills on the job and in the family. The group size is limited to 12 so there is opportunity for mentoring as desired by the protégé. A sample chapter of the book follows as the current Cascade Commentary.

Correction re May 2011 Issue

After sending out the Cascade Commentary mid-May, we learned that the attached article attributed to Dr. David Kaiser was credited to him in error. A couple friends called to our attention that only the first paragraph or so was written by Dr. Kaiser. The rest of the article was added to or manipulated by others. I have re-read the text and evaluated its contents. Even though I did not write it, I agree with many of the concerns expressed. It was not written as a research document, but included as a commentary. We therefore must change the authorship of the document to Author Unknown. Nevertheless, whoever wrote the text had some valuable insights and my concerns are quite accurately expressed.

Sample Chapter from the Book – *Kingdom Business Leadership*
Author, George H. Meyers, Ph.D. Currently in publishing process.

Implementing Success through Developing Leaders (Chapter 3 - Sample)

Developing Hope

It is a genuine luxury to be able to bring experienced and fully-developed leaders into one's company or organization.

Start-up or small companies usually have to develop leaders and managers by training them on-the-job. Start-ups simply do not have the resources to hire the top level executives.

Promoting from within gives opportunity and hope to an existing staff. Regularly bringing in new upper level staff from the outside hinders initiative within the existing staff. They may even lose hope in their possibility for upward mobility in the future.

French General Napoleon Bonaparte
characterized leaders as:
“Dealers in Hope”

As leaders and managers enhance hope of their staff, other high quality people will be attracted to your company – and be forever grateful for the opportunity to work in your organization or company. Hope is a belief that everything is going to be alright. It is a positive belief that there is a future and a hope for all.

Success
“Success is not to be measured by Wealth,
Fame or Power, nor where you are in life.
But, rather by: How far you have come
using whatever gifts given you by God.
If you can honestly say: “I did my best every time,
even though failure sometimes seemed imminent,
That is success!”

TEC – The Executive Committee, an
International organization of 6,000 CEOs

Planning for In-House Development of Leaders

Purpose

To implement a system to develop leaders and managers for small businesses and organizations.

Objective

To assist in developing leaders capable of leading organizations and businesses.

To equip leaders with skills that facilitate the capability to strengthen leadership at all levels.

Goals

- Transform organizations through transformed leaders.
- Increase the capacity of managers through effective leadership training.
- Increase profitability of small companies by fortifying the ability of leaders to lead and managers to manage.

Leadership is essential for today's effective companies and organizations

Background

All organizations and companies need good leaders if they are to see success. In the same way that families need the effective leadership of the father of the family, companies need good leaders on the job.

There are examples of both good and bad leaders in your past experience in your families, jobs, church, government, military, etc. For young people, school teachers, youth leaders in churches, coaches and other mentors are valuable essentials in their life. Some of the above role models may have had a strong impact on your life. Take a moment to reflect on who those people were.

Learning Nugget	
Who has had a lasting impact on your life?	
Name	_____
Role	_____
Traits	_____

How have you followed the example of those people? What is the lasting impact?

The Seven Domains or Spheres of Influence

The seven areas of society have been broken down into primary categories. Ideas, practices and rulers shape these domains which are influenced and transformed by one another, creating culture.

Leaders have the ability to influence cultures by our actions and prayers. God's design is to impact all these domains with Kingdom wisdom and love, so that grace, righteousness, justice and peace will reign in the earth. The Shalom of God is for the here and now, not only for heaven.

We should be able to observe changed behaviors and changing societies when we review the effect of our work. Is the crime rate lower? Are fewer people living in abject poverty? Are the children receiving good educations? Is the general health of the population improving? Is the infant mortality rate declining? Do the young people show signs of optimism for the future rather than using drugs and alcohol to dull their senses?

- a) **Family** – key building blocks of society. How are we handling the issues of marriage, child rearing, divorce, etc?
- b) **Religion** – we have the privilege of declaring who God is and what Jesus has done to redeem creation.
- c) **Economy** – the system that affects business, finance, social justice, prosperity, poverty, etc.
- d) **Education** – teaching truth to the present generation and next generation.
- e) **Government** – politics, law, courts, taxes, patriotism, etc.
- f) **Arts & Media** – how we communicate, sports, entertainment, music, etc.
- g) **Science & Technology** – our knowledge of creation and how we practically apply truth in health, medicine, sanitation, etc.

Character Traits of Good Leaders

Practicum – Fill in the blanks.

1. There are certain character traits and styles of leading that make you want to follow him/her.

- Integrity
-
-

2. Why is leadership important?

List some reasons why leadership is important:

- Reduce staff turnover
-
-

3. Kinds of leaders

There are various kinds of leaders and you may have had some memorable experiences with leaders in your background. Managers have differing styles when it comes to supervising work. Some use a “hands-off” approach and prefer to coach or mentor rather than manage the details closely.

For example: I have personally had:

- An appointed leader who was reluctant to lead.
- A leader with great technical competence.
- A leader with weak commitment to me.
- A leader that would risk his life for me.
- A leader who was a tremendous encouragement to me.

Think of some leaders in your background and describe something about that person:

-
-
-

4. Let’s look again at some information about what leaders do.

- L Listen**
- E Encourage**
- A Affirm**
- D Develop**
- E Enable**
- R Recognize and Reward**

5. Business standards and ethics guide leaders and their companies along pathways of acceptable behavior.

Included in the discipline of business are **ethical standards**. This is further defined for specific areas by various inspection bodies.

Accounting – General and Accepted Accounting Practice (GAAP)

Medicine – A body of standards established by law and results of court decisions and often recorded by the American Medical Association (AMA).

Pharmaceuticals – A set of standards for manufacturing, handling and distribution.

Nutraceuticals – A quality assurance association.

Finance – The financial industry is regulated by the Securities and Exchange Commission (SEC), banking regulations and examiners, etc.

Agriculture – The US Department of Agriculture and State Departments of Agriculture carry a large responsibility for regulation of Animal, Plant Health and Inspection Service (APHIS). Standards for weights and measures are often enforced by Agriculture Departments of States. The food industry has an inspection service.

Local Government – may require registration and obtaining of a retail license or other license to do business, i.e. licenses for building construction are required, such as a Building Permit.

State Government – The trades such as plumbers, electricians, carpenters and builders all have enforcement standards. In some states it is the Department of Corporations, for example in Florida.

6. U.S. political effects on business

It is seen from the above list that business is a highly regulated industry group. In fact, it is so highly regulated and taxed that many businesses have abandoned doing business in the U.S.A. and have registered offshore and some have moved their entire manufacturing plants to other countries. Everyone has political persuasions.

Taxing the wealthy and redistributing wealth to the poor is a major strategy in Socialistic leaning economies. This is a stated policy of the current government in the U.S. Business people will tolerate only so much governmental regulatory abuse before they move their businesses abroad.

Investors escape wealth destruction by moving assets outside of the U.S.A. to “safe havens.” This is known as “flight capital.”

For decades ocean shipping lines have registered their companies in foreign countries such as Panama, Liberia, etc. because of abusive taxation.

Governmental ethics are also important to provide a safe and profitable business and employment environment. Over taxation and over regulation by arrogant representatives of the King of England brought on the Revolutionary War. Today’s oppression by our own government is about to surpass the way the former King of England punished his subjects. Eventually there may be some painful adjustments.

**“The problem with Socialism is that you eventually
run out of other peoples’ money!”**

Margaret Thatcher

RECAP

There are many obstacles to operating a successful business, but the entrepreneurial spirit drives innovators and initiators on in their struggle to form new enterprises with a hope for future success and profitability.

Above all else, integrity in all things is a measurement of how far a leader or company can go. As in many disciplines, ethics and standards are established over time that function like a Code of Conduct.

7. Leadership is a noble task

In training people in business basics, understanding the basics of leadership is essential. Remember, managers allocate resources to develop things. These are finished goods or services that are sold as a profit.

**Managers focus on managing labor and things
to produce products or services.**

A manager must have leadership skills if the enterprise is to experience significant growth. The skill set of a manager must include effective employment of all resources: **operating capital** and **marketing capital** and of course **human capital**.

These three must be kept in balance and all be effectively managed to gain a profit.

The task of a leader must encompass both the understanding and competence of the managers in the company or organization, but go well beyond. Leading can be viewed as a noble task. Leaders are developed in the “people business.” A person can only advance in a corporation or organization as far as he/she has acquired competence in understanding and implementing as a leader.

In this case, the focus must be on people. This includes:

- Company or organization Board of Directors

- Vendors, bankers, insurance providers, technical support providers and sales representatives.
- Health and safety of staff
- Spiritual wellbeing of staff
- Attitudes of mutual cooperation among all staff directly affects profits
- Management—labor relations
- Effective relations and communications with stockholders, investors and various publics must be monitored

In light of the above short list of qualifications for a leader, it becomes clear that he/she must be able to influence all people in such a way as to “gain their loyal cooperation.”

Many entrepreneurs can conceive an idea for a business, birth it and raise it up to several million dollars in revenue. The initial phase is the management of things and processes.

Later it is mandatory for the founder to fortify leadership skills to understand people and to help meet their various needs, wants and desires.

The leader within you must develop more rapidly than your company is growing. If the organization or company grows beyond the capacity/competency of the founder, stress develops. At this juncture it is almost always best to hire a qualified Chief Executive Officer (CEO).

This means that the founder steps back from managing and leading and keeps out of the way of those assigned those roles. Many founders simply cannot rise through successive levels of leadership to keep up with the leadership demands of a growing enterprise.

There are plateaus of leadership. The leader must be able to break through to the next level or watch the enterprise stagnate or even fail.

Typical levels of sales of a company are usually:

- 1-5 million dollars
- 10 million
- 20 million
- 100 million and beyond

Wisdom of a leader is demonstrated by him/her knowing when to personally step back from the chief executive or president role of leadership.