

LEADING WITH HONOR

IT IS WITH DEEP PERSONAL CONCERN THAT I OFFICIALLY INFORM YOU THAT YOUR SON, 1ST LIEUTENANT LEON F. ELLIS, JR., IS REPORTED MISSING IN NORTH VIETNAM ON 7 NOVEMBER 1967. HE WAS A PILOT ON AN F-4C AIRCRAFT ON AN OPERATIONAL MISSION. HIS AIRCRAFT WAS LAST SEEN TO ROLL IN ON TARGET. SHORTLY THEREAFTER A LARGE FIREBALL WAS SEEN WHERE HIS AIRCRAFT PREVIOUSLY WAS LOCATED. THE FIREBALL DESCENDED TO THE GROUND AND IMPACTED. THE CREW WAS NOT SEEN TO BAIL OUT BUT, HOWEVER, VOICE CONTACT WAS ESTABLISHED WITH YOUR SON ON GROUND. RESCUE OPERATIONS ARE IN PROGRESS. LIEUTENANT ELLIS MAY HAVE BEEN CAPTURED. FOR HIS WELFARE IT IS RECOMMENDED THAT IN REPLY TO QUESTIONS OTHER THAN YOUR IMMEDIATE FAMILY YOU GIVE ONLY HIS NAME, GRADE, SERIAL NUMBER AND DATE OF BIRTH. THIS IS THE INFORMATION HE MUST PROVIDE IF CAPTURED. PLEASE BE ASSURED WHEN NEW INFORMATION IS RECEIVED IT WILL BE FURNISHED YOU IMMEDIATELY. A REPRESENTATIVE FROM DOBBINS AIR FORCE BASE WILL CONTACT YOU WITHIN 48 HOURS TO ASSIST IN ANY WAY POSSIBLE. IF YOU HAVE QUESTIONS YOU MAY CALL MY PERSONAL REPRESENTATIVE AT AREA CODE 512-652-3505. PLEASE ACCEPT MY SINCERE SYMPATHY DURING THIS PERIOD OF ANXIETY.

BRIGADIER GENERAL GEORGE E. MCCORD
MILITARY PERSONNEL CENTER
HEADQUARTERS UNITED STATES AIR FORCE

Telegram delivered by the USAF casualty notification officer

Coaching: KNOW YOURSELF

One of the goals for the coaching in this book is to help you become more aware of your true self. Begin that process using these questions.

1. **Consider Your Purpose.** As best you can discern, what on earth were you created to do? What are your primary goals in life? Capture in one sentence what you would like your legacy to be.
2. **Connect with Your Passion.** What activities are so satisfying that you look forward to doing them? When do you feel as if you're in "the zone"? What types of environments make you feel perfectly at home?
3. **Clarify Your Unique Personality Talents.** What are your innate personality strengths? What are your natural struggles? How will these strengths and struggles impact your career and leadership choices?⁷

Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

¹ To view pictures of an F-4 and the one I was flying when shot down, see *Leading With Honor*, LeadingWithHonor.com/gallery.

² G-forces describe the impact of the centrifugal force of gravity. Normally we live in a one-G world. Positive Gs pull us toward the earth; negative Gs push us away from the earth. At five Gs a two hundred pound person weighs one thousand pounds. At some point, when the heart is unable to overcome the weight of the blood and pump it to the brain, a person will black out. Aviators are trained to fly and fight for short periods with as much as six to eight Gs. Too many negative Gs cause a red-out from blood pooling in the head and eyes. The negative Gs we experienced were enough to lift up our bodies, so that we could not achieve the proper sitting position for ejection.

³ This original ballistic (one-shot) seat was a lifesaver, but the instantaneous explosion gave many of us back problems. Later Martin-Baker ejection seats employed a rocket seat that spread the acceleration over a longer burn time, reducing the "G" onset and its resulting compression to the spinal column.

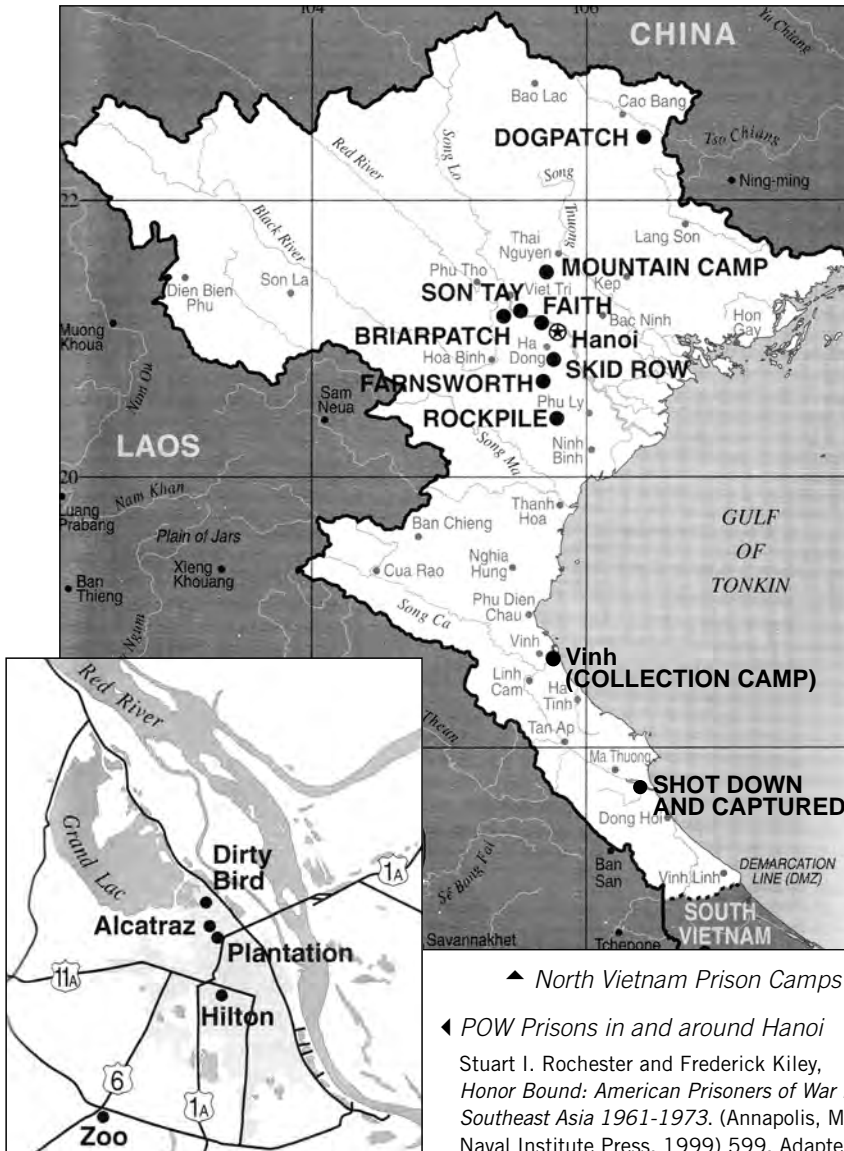
⁴ *The Bridges at Toko Ri* was based on a true story. When James Michener wrote the book in 1953, it was believed that the pilots had been killed, so that's the way he wrote it. Later it was learned that Michener's characters were captured and had survived the POW camp. I did not learn about the real storyline until recently, while doing research for this book. That also was a cause for reflection.

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⁵ U.S. presidents have exhibited a variety of traits. CEOs, athletic coaches, and leaders in all fields also exhibit different leadership styles, depending on their unique, innate traits.

⁶ New behaviors can be learned. Effective leaders adapt their behaviors to match the situation, but they still operate primarily out of their own unique style and values.

⁷ For help in discovering your unique talents and information on *N8Traits™* Profile online assessment, see *Leading With Honor*, LeadingWithHonor.com.



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This is a post-war photo of Hoa Loa Prison, which American POWs called the Hanoi Hilton. It was later turned into a tourist attraction with a propaganda museum and a real hotel. The facility was not nearly so “attractive” when we were living there.

GUARD YOUR CHARACTER



*The Little Vegas section of the Hanoi Hilton
The arrow points to my cell in Thunderbird.*

Military Code of Conduct

I

I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

II

I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

III

If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

IV

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me, and will back them up in every way.

V

When questioned, should I become a prisoner of war, I am required to give only name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.⁴

VI

I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.



Coaching: GUARD YOUR CHARACTER

Good character is a purposeful decision. You cannot assume it will just happen. Intentionally guard and cultivate your character by taking the following steps.

1. **Clarify your values.** Human nature is naturally drawn toward selfishness, pride, and fear. Write out short statements clarifying your character values as non-negotiable commitments.
2. **Examine your behaviors.** Are your life and your leadership endeavors in congruence with your values and beliefs? Recall a challenge to your character that you met successfully. What enabled you to stand firm with your commitments? Recall a missed opportunity, such as a broken promise or a time when you failed to live up to your commitments. What pulled you off course? What did you learn from this experience?
3. **Seek accountability.** You cannot maintain good character alone. Do you have a few trustworthy confidants with whom you can be transparent and vulnerable? If not, how could you develop those relationships?
4. **Walk your talk.** Are you intentionally modeling character at work and at home? What are you doing to pass along your values to others?

Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

¹ Rom 5:3-4 (New International Version).

² Minter is a fictitious name.

³ Outside the small cells in the Hanoi Hilton, the guards were always patrolling the halls trying to catch us communicating, so we had to talk just above a whisper. If they could hear us outside, they would bang on the door. If we continued to talk in a normal voice, they would pull us out for “punishment.”

⁴ After the war DOD removed the word “only” from Article 5 for clarification. Concern over the “big four” was eliminated, but the general requirement to avoid giving information remains.

⁵ VADM Stockdale, senior ranking Naval POW, pursued court-martial for Minter after

GUARD YOUR CHARACTER

the war, but the senior civilian leaders in the Department of Defense overruled him. The political leaders believed that with the release of POWs it was time to heal the wounds of the war in our country. It was assumed that a trial would have given the radical anti-war groups one more opportunity to challenge the legality of the war, thus further dividing the country.



Coaching: STAY POSITIVE

As a leader, you must find a positive way to deal with the negative issues that come your way. Use these insights and questions to reflect on your attitude and its impact on your influence.

1. Engage adversity with a positive attitude.

How do you respond when life is not fair? How could you engage challenges more effectively? In what ways do you respond differently to your manager from how you respond to your direct reports or peers?

2. Manage your emotions as if they're contagious, because they are.

What situations have you observed where your negative emotions affected others? How could you handle your negative emotions more productively? Where can you start?

3. Engage change with a plan.

Do you intentionally develop plans for dealing with change?
What books have you read on the subject of leading through change?⁷
What other resources do you use in developing strategies for dealing with change?

Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

¹ Many of us have nerve damage to our feet from the long periods of exposure to the cold.

² Jim Collins, *Good To Great*. (New York, NY: Harper Collins, 2001) 86-88.

³ Brig Gen Jon Reynolds, interview by Lee Ellis, "POW Leadership," September 16, 2007.

⁴ Unfortunately, the version of the photo on the cover of *LIFE Magazine*, Oct 20, 1967 was courtesy of a communist East German photographer, and all the fingers had been carefully airbrushed out.

⁵ Eugene B. McDaniel and James L. Johnson, *Before Honor*. (Philadelphia, PA: A.J. Holman Company, 1975) 63-64.

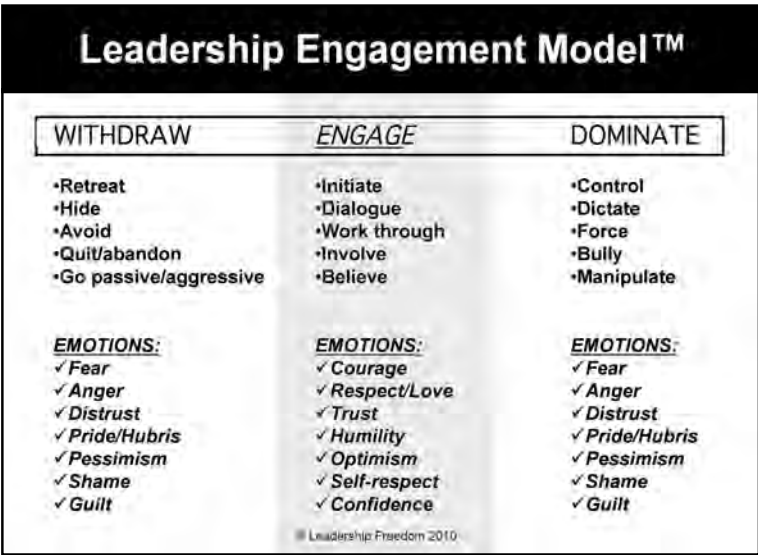
⁶ Daniel Goleman, PhD uses the research on emotional intelligence as the basis for several of his best-selling books on the subject. I often refer to his book *Primal Leadership* and recommend it to my clients.

⁷ Consider books like *Leading Change* and *The Heart of Change* by John P. Kotter, and *Switch* by Chip Heath and Dan Heath.

The Leadership Engagement Model

Leaders who lack courage to engage problems usually veer off course in one of two directions: they will either seek to *dominate*, or they will seek to *withdraw* (*fight or flight; violence or silence.*)⁷ Both of these counter-productive behaviors have the same root cause: fears and doubts.

I’ve found the Leadership Engagement Model™ depicted below to be extremely helpful for improving the cooperation and productivity of teams working cross-functionally, especially if a “silo mentality” is prevalent. It has also been beneficial for strategic partners who have competing interests.



Note that the same negative emotions are listed underneath the “Withdraw” and “Dominate” behaviors. Consider how doubts and fears are connected to all of them.

For example, in most medical communities a natural tension exists between the hospital and the physicians and clinics that use the hospital. Typically, one party tries to *dominate* to get its way, which in turn causes the other party to become distrustful and combative.



Coaching: CONFRONT YOUR DOUBTS AND FEARS

As in every area of leadership development, step one is awareness. The questions below may help you identify ways in which you can develop more courage.

1. What type(s) of courage might you be lacking: physical courage, professional or political courage, reputational courage, financial courage, personal and emotional courage, relational courage?

For example, with respect to relational courage, does fear keep you from holding others accountable at work? Do you shy away from setting boundaries with others? Do you lack the personal and emotional courage to give and receive constructive feedback?

2. In what specific situations might you be dominating or withdrawing (e.g., by attacking or procrastinating) when you should be engaging?
3. What choices do you need to make to engage issues you have been avoiding?

Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

¹ John M. McGrath, *Prisoner of War: Six Years in Hanoi*. (Annapolis, MD: Naval Institute Press, 1975) 45.

² Hearing the turnkey's key rattle outside the cell other than at normal mealtimes or bucket-emptying times set off an emotional alarm that something bad was about to happen.

³ John S. McCain and Mark Salter, *Faith of My Fathers*. (New York, NY: Random House, 1999) 235.

⁴ John Hubbell, *POW: A Definitive History of the American Prisoner-of-War Experience in Vietnam, 1964-1973*. (New York, NY: The Readers Digest Press, 1976) 452.

⁵ Zalin Grant, "John McCain, How the POWs Fought Back," *US News & World Report*, May 14, 1973, 49-51.

⁶ See these books for help on holding others accountable: *Crucial Confrontations* by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler. *Conversations* by Susan Scott.

⁷ The book *Crucial Conversations* (Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler) gives many tips on how to engage effectively and uses the terms "silence" and "violence" to describe withdrawing and dominating behaviors.



Coaching: FIGHT TO WIN

Drive (energy to overcome obstacles) can come from a variety of sources. Having a clear understanding of your deepest motivations provides significant self-awareness and enables you to manage and coach yourself. Reflect on these questions to gain more insights about the sources and effects of your drive.

1. What are the primary sources of your drive?

(Check all that strongly apply.)

- Desire to achieve goals
- Desire to excel
- Desire to do my best
- Desire to be number one
- Desire to serve others
- Desire to honor God
- Desire for money
- Desire for recognition
- Desire to please others
- Desire for power
- Passion for what I'm doing
- Challenge of competing
- Fear of failure
- Thrill of success
- Love of the "game"
- Love of adventure
- Drive to look good
- Other sources of drive...

2. Are your drive and ambition focused on helping the team succeed?

If your drive is too intense or too weak, in what ways might you be hurting the team? How could you find out how you are affecting others? Will you make an effort to find out?

3. Does your drive to win interfere with your relationships? Do you tend to "beat people down" or "lift them up"? How can you learn about how you influence the motivations and confidence of others?

Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

¹ Lt Col Risner had been the squadron commander for five of the early POWs, including Majors Larry Guarino, Ron Byrne, and Ray Merritt, and Captains Smitty Harris and Wes Schierman.

² John M. McGrath, *Prisoner of War: Six Years in Hanoi*. (Annapolis, MD: Naval Institute Press, 1975) 79.

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³ Robinson Risner, *The Passing of the Night*. (Old Saybrook, CT: Konecky & Konecky, 1973) 178-179.

⁴ Risner, 180.

⁵ A video of the press conference showing Denton blinking T-O-R-T-U-R-E is available at <http://www.youtube.com/watch?v=BgelmcOdS38> (accessed May 15, 2010).

⁶ Denton was awarded the Navy Cross for courage and gallantry as a POW. This medal is the highest award given by the Navy.

⁷ Denton documented his POW experience not long after our release in a book appropriately titled *When Hell Was in Session*. In 1979, the book was made into a movie with actor Hal Holbrook playing Denton. Eva Marie Saint played his courageous wife Jane, who soldiered on at home, rearing seven children while her husband was a POW for seven and a half years.

⁸ American warships patrolling the Gulf of Tonkin reported radar contact with what was believed to be enemy gunboats. President Johnson used this event to launch attacks on North Vietnamese targets.

⁹ This was the same purge (Stockdale Purge) that made it so difficult for us to communicate when we arrived in Little Vegas in the fall of 1967. The purge was so effective that we did not know much of the camp history until the long-term POWs moved in next door at Son Tay in November 1968.

¹⁰ Torture cuffs were handcuffs that could be ratcheted down tighter and tighter until they cut off circulation, even cut through the skin into the muscle. On some men, they cut deep enough to expose bone.

¹¹ Stockdale was awarded the Congressional Medal of Honor for his heroism in the North Vietnamese prisons.

¹² Denis Healey, "*Brainy Quotes*," http://www.brainyquote.com/quotes/authors/d/denis_healey.html (accessed November 14, 2010).



*Students at Commerce High
School wearing POW/MIA bracelets
bearing the name and shoot down
date of the author.*





Coaching: BOUNCE BACK

Resilience is both natural and learned. Reflect on the questions below to identify ways you and others have dealt with setbacks and how those experiences might help you grow in your ability to bounce back.

1. **Look back.** Based on the examples of resilience from this chapter and from the lives of people you know, what lessons can you learn from their experiences? Recall times when you have taken a hit—physically, mentally, professionally, relationally, or financially—and consider how you made comebacks.
2. **Look at your current situation.** What have you learned about resilience that could help you deal more effectively with troublesome issues you are experiencing now? Who might gain resilience from your mentoring, coaching, or encouragement?
3. **Look ahead.** What mindset or principles about resilience could you adopt that would serve you well in the future?
4. **Connect with others.** What family members, friends, mentors, coaches, or other people around you regularly offer you support and encouragement?

Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

¹ From the poem “If” by Rudyard Kipling. Someone had memorized this poem before capture, and it was passed through the cell walls and throughout the camps. Most of us memorized it as part of our quest for knowledge, and we were inspired by it in the process.

² The Briarpatch was notorious for terrible conditions, ongoing torture, and near freezing temperatures in winter. Thankfully it closed before I arrived in the system.

³ The move back to the Hilton was precipitated by the raid at Camp Son Tay on 21 November 1970. A few months before, we had been moved out of Son Tay to a new camp about ten miles away. The V had no idea the raid was coming; they moved us to improve our treatment. Camp Faith, as we called it, was most likely a show place to demonstrate to the media that we were being treated well.

BOUNCE BACK

⁴ *P.O.W. NETWORK*, <http://www.pownetwork.org/bios/s/s116.htm> (accessed April 17, 2011).

⁵ The Stockdale Paradox was the way we lived every day in the camps. Admiral Stockdale and author Jim Collins (*Good to Great*) did everyone a favor by clarifying the statement and making it more widely known. Here Capt Reynolds is using it in a slightly different way. We were confronting the brutal realities, but some were losing hope –“which you can never afford to do.”

⁶ Louise Harris was the first Air Force MIA wife, and the Air Force bureaucracy ruled that Smitty's normal pay would be withheld and that she would be given only a pittance allotment. In a phone call with the Secretary of the Air Force (SECAF), Louise told him very directly that that was insufficient for supporting three children and totally unacceptable, and that she expected him to fix it promptly. Within the week the SECAF relented and resumed the allotment of Smitty's full pay. The VA wanted her to get Smitty's signature before approving her loan guarantee for purchasing a home. Of course, that was ridiculous, since he was unreachable in the Hanoi Hilton. When Louise explained the situation to Senator Stennis, he recognized the unreasonableness of this inflexible and insensitive policy. His call to the VA brought a quick change in attitude.

⁷ Thousands of citizens from across the country purchased and wore these bracelets with names of POW/MIA servicemen. I still occasionally receive a letter or email from someone who wore a POW/MIA bracelet bearing my name and shoot-down date. The bracelets created a strong bond with our cause and us and resulted in many people praying for us by name daily.

⁸ James B. Stockdale and Sybil Stockdale, *In Love and War: Jim and Sybil Stockdale*. (New York, NY: Harper & Row, 1984) 378-380.

⁹ *Dictionary.com Unabridged*, s.v. “Resilience,” <http://dictionary.reference.com/browse/resilience> (accessed September 30, 2011).

¹⁰ Donald T. Phillips, *The Founding Fathers on Leadership*. (New York, NY: Warner Business Books, 1997) 181-192.

¹¹ A high percentage of the POWs had been Scouts growing up, and even those who were not knew the oath. It was a powerful force in the POW camps, reinforcing our military training on the principles of duty, honor, responsibility, and faithfulness.

BOY SCOUT OATH (PROMISE)

On my honor I will do my best
to do my duty to God and my country



Coaching: CLARIFY AND BUILD YOUR CULTURE

The most successful leaders promote their culture by communicating its key themes constantly and consistently through a wide variety of channels. They support the culture by establishing hiring, training, and other policies and procedures aligned with it. Have you been intentional about clarifying and building your culture? Answer these questions to see where you stand.

1. **Do you have an authentic culture?** Your culture must be aligned with who you are and who you are committed to becoming. Your walk must match your talk. Describe the key attributes of your organization's culture as it is now. How would you like it to be?
2. **Does your team have clarity about your culture as it relates to mission, vision, and values?** How can you determine this? How can you consistently reinforce the culture with your team and current employees?
3. **How do you hire and indoctrinate new people into your culture?** Do your hiring processes consider culture? If not, how could you improve them?

Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

¹ Brig Gen Jon Reynolds, interview by Lee Ellis, "POW Leadership," September 16, 2007.

² Stuart I. Rochester and Frederick Kiley, *Honor Bound: American Prisoners of War in Southeast Asia 1961-1973*. (Annapolis, MD: Naval Institute Press, 1999).

"Return with Honor," PBS DVD Video, A Sanders and Mock/American Film Foundation Production, (Burbank, CA: PBS, 2000).

³ Verne Harnish, *Mastering the Rockefeller Habits*. (New York, NY: SelectBooks, Inc., 2002) 43.

⁴ The Daily Campus, <http://www.smudailycampus.com/mobile/news/chick-fil-a-shares-stories-of-company-culture-1.1542230> (accessed March 10, 2011).

⁵ Michael Hyatt Intentional Leadership, <http://michaelhyatt.com/an-interview-with-dan-cathy.html> (accessed April 13, 2011).

⁶ Nielsen Sports Media Exposure Index, a new rating system that made its debut in September 2009, uses several criteria to determine each NFL team's popularity.

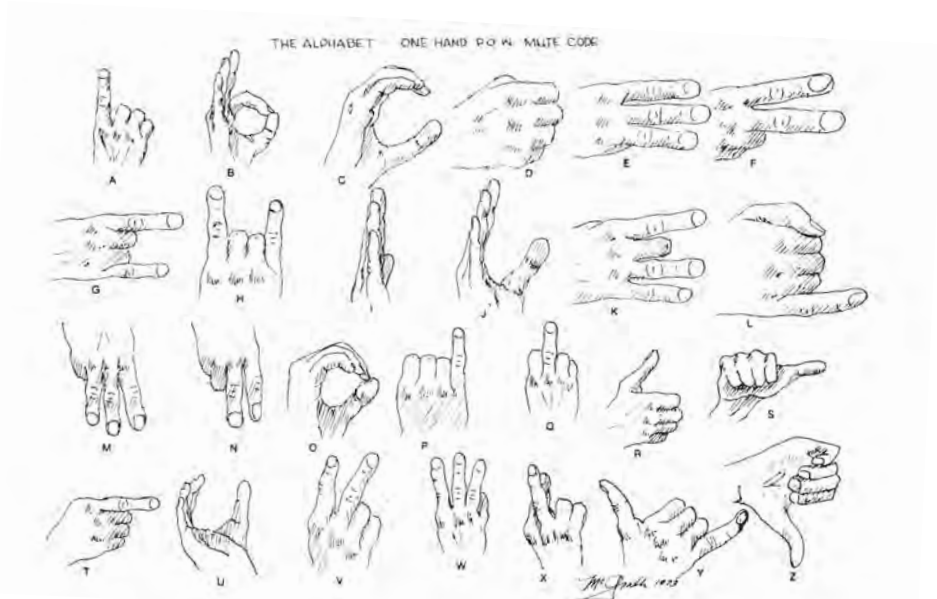
⁷ Dave Kansas, "Editorial Page," *Wall Street Journal Online*, <http://online.wsj.com/article/O,,SB106194970566142100.html> (accessed November 16, 2010).

OVER-COMMUNICATE THE MESSAGE

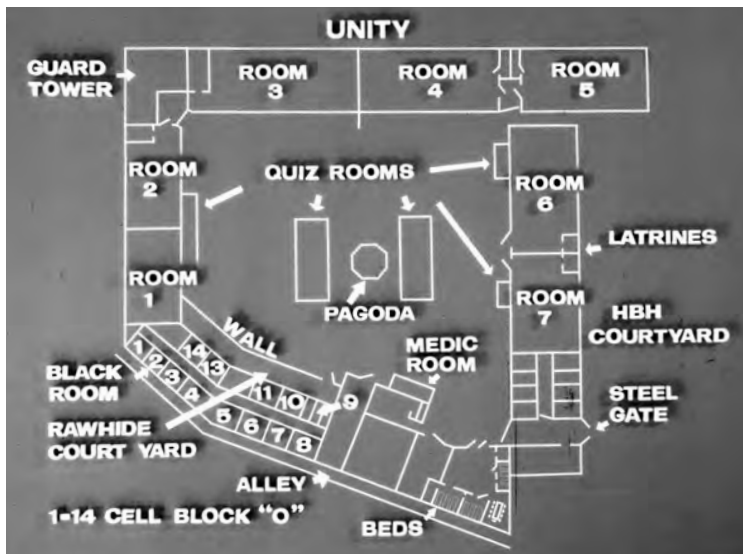
| | | | | | | |
|------------|---|---------------|---|---|---|---|
| | | Across Second | | | | |
| | | 1 | 2 | 3 | 4 | 5 |
| Down First | 1 | A | B | C | D | E |
| | 2 | F | G | H | I | J |
| | 3 | L | M | N | O | P |
| | 4 | Q | R | S | T | U |
| | 5 | V | W | X | Y | Z |

H is down 2 and over 3 (tapped 2 – 3)
I is down 2 and over 4 (tapped 2 – 4)

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Hand (mute) code expedited communications. Drawing by former POW Mike McGrath³



Camp Unity room 3 (my cell) communicated with room 2 via hand code. Adjacent rooms could not see each other and communicated using the blanket to talk through the walls.



Coaching: OVER-COMMUNICATE THE MESSAGE

The leader is the quarterback and head communicator on the team. Clear signal calling is essential in order for others to execute their responsibilities. Regardless of how well your organization is performing, an objective look at your communication effectiveness will usually reveal that more emphasis and effort will pay significant dividends.

1. How do your natural traits affect your communications? After reflection, answer “a” or “b” below as appropriate. Then ask for honest feedback.

a. If your natural personality is more **introverted**

- You probably have a tendency to under-communicate. Could this be a problem? If so, you’ll have to get out of your comfort zone to improve.
- You may assume others know what you know and think what you think. Do these assumptions cause problems for your team?

b. If your natural personality is more **extroverted**

- You may talk a lot without communicating a clear and focused message. Could this be a problem? How could you communicate more effectively?
- Do your people know that you tend to “talk to think” and therefore may express opinions on issues before you have analyzed or committed to them? Would calling this to their attention be helpful?

2. What changes would you like to make in your communications? Would it help to be intentional about over-communicating your messages? Are you communicating a consistent message, repeated in multiple settings? Are you using a variety of media and channels to get the word out?

Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

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¹ Some cells tapped 2-6 for “K” instead of using C for “K.”

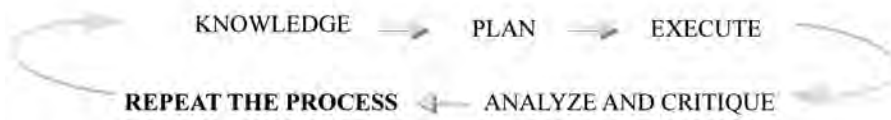
² John M. McGrath, *Prisoner of War: Six Years in Hanoi*. (Annapolis, MD: Naval Institute Press, 1975) 33, 37.

³ McGrath, 41.

⁴ This was typical of the way in which our communist captors unapologetically used the most evil means to achieve their goals. Lesson: beware of leaders who use their end goals to justify their questionable or unethical means.

⁵ Based on a survey of more than 500 USAF members. Richard I. Lester, PhD. “Top Ten Management Concerns.” Paul Hersey, Kenneth Blanchard and Dewey Johnson, *Management of Organizational Behavior*, 7th ed. (Upper Saddle River, NJ: Prentice Hall, 1996) 8.

⁶ Patrick Lencioni, *The Four Obsessions of an Extraordinary Executive*. (San Francisco, CA: Jossey-Bass, A Wiley Company, 2000) 167.





Coaching: DEVELOP YOUR PEOPLE

If you want your people to develop, set the example by engaging in ongoing development with them. The best way to lift your organization higher is to take what your team is learning and push it down to the people at the next lower level, so they can then push it down, and so on.

- 1. What would be the impact of you and your team leading at a higher level of effectiveness?** How would it affect your time management? How would it affect your communications, decision-making, execution, and accountability?
- 2. What should you and your team be working on now?** Like most world-class performers, you will probably need a coach. Who will facilitate your development process?
- 3. What would be the benefit of ongoing development as a standard practice at every level?** Do you have a vision for that? What would it take to make it happen?

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¹ After writing several drafts of this chapter, I read *Unbroken*, the best selling book by Laura Hillenbrand about World War II POW Louis Zamperini. He had similar experiences of a sharpened memory during his forty-seven day survival ordeal in a life raft in the middle of the Pacific Ocean.

² Lance Sijan was the first graduate of the Air Force Academy to win the Congressional Medal of Honor. Sijan Hall at the Academy is named in his honor. For more on Lance Sijan, read *Into the Mouth of the Cat* by Malcolm McConnell.

³ "Keys to Profitability: Lessons from Ratios Profit Leaders." *Graphic Arts Monthly*, November 1, 2003.

⁴ *NGHS Latest News*, <http://www.nghs.com/newsandevents.aspx?id=1646> (accessed February 5, 2011).

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*Most people are naturally more talented on one side than the other.
Working toward a balanced approach can significantly improve
your leadership effectiveness.*



Coaching: BALANCE MISSION AND PEOPLE

Do you tilt toward *results* or *relationships*? If you're unsure, look at the list of strengths for each in this chapter and see which feels more natural and comfortable for you. Or, for a more comprehensive look, you may want to complete the online *N8Traits* assessment (link at LeadingWithHonor.com). It will provide insights into your leadership strengths, so you'll know whether you tend to favor results or relationships.⁹

1. **How can you develop your leadership balance?** Once you know your natural traits, identify two behaviors (skills) from the other list in this chapter that you could work on to better balance your leadership style. For example if you are naturally results-oriented, skills in that list will come easy. To gain a better balance look at the list of relationship-oriented skills and select two that you could work on to gain a better balance in your leadership.
2. **What will be the payoff to you if you learn to use these new leadership behaviors?** When will you begin practicing your new behaviors?
3. **What would be the impact if all your leaders gained a better balance of results and relationships (mission and people)?** How could you make that happen?

Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

¹ Jamie Howren and Taylor Baldwin Kiland, "Vietnam POWs Thirty Years Later," <http://www.opendoorsbook.com/message.php> (accessed April 6, 2011).

² Robert K. Rule, "The Code of Conduct," <http://www.au.af.mil/au/awc/awcgate/au-24/ruhl.pdf> (accessed October 12, 2010).

³ Larry Guarino, *A POW's Story: 2801 Days in Hanoi*. (New York, NY: Ballantine Books, 1990) 166.

⁴ Shortly after our release, President Nixon hosted the POWs at the White House for the largest Gala ever held there. Hollywood stars sat at each table. Colonel Larry Guarino told his table host, actor John Wayne, that initially he had responded to the V like he thought John Wayne would have. Duke asked him, "What happened?" Guarino responded, "They beat the s__t out of me." His response brought tears to Duke's eyes. Guarino, 165.

BALANCE MISSION AND PEOPLE

⁵ HQ USAF/XOX Study, *SEAsia PW Analysis Program Report*, Washington DC, 1974.

⁶ Two months after our release, I met with Holocaust survivor and Psychiatrist Dr. Victor Frankl who had served on a Department of Defense Advisory Board consulting on what to expect on our release. He said, "Many of my colleagues were very worried, but I told them you would be okay."

⁷ James B. Stockdale, *Thoughts of a Philosophical Fighter Pilot*. (Stanford University, CA: Hoover Institution Press, 1995).

⁸ Lee Ellis, "What is Your Leadership Balance?" LeadingWithHonor.com.

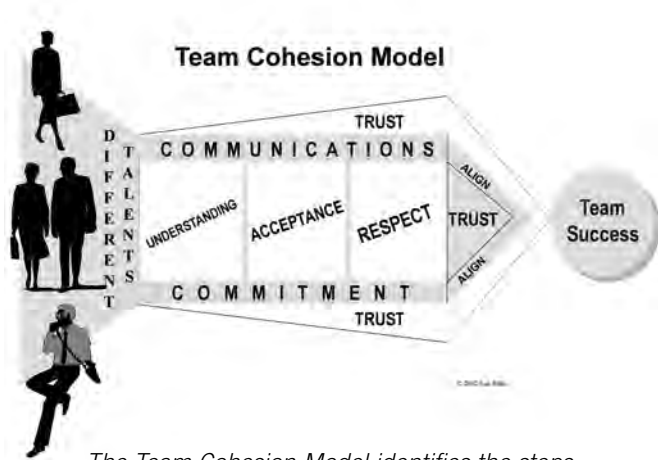
⁹ "N8Traits," LeadingWithHonor.com.

| Unity and Diversity | |
|-------------------------|-------------------|
| <u>Same</u> | <u>Different</u> |
| • Mission | • Talents |
| • Commitment | • Motivations |
| • Organizational values | • Ideas/Interests |
| • Opportunity/Loyalty | • Needs |
| • Policies/Discipline | • Styles |

The chart above highlights some areas where team members need to be in alignment to achieve unity, and other areas where differences are not only helpful but often essential.

The areas that need to be in the “Same” column will vary depending on the organization, so it is important for leaders to clarify what is essential for unity. The goal is to clarify the minimum framework for cohesion—the Same column—while allowing as much freedom as possible for people to be different, thus maximizing the advantages of diversity.

LEADING WITH HONOR



The Team Cohesion Model identifies the steps in the team development process.

Coaching: BUILD COHESIVE TEAMS

Having a cohesive team sounds great, but fostering that level of trust and commitment requires intentional effort. Reflect on these questions to evaluate and improve your current level of cohesion.

1. **What is your current level of cohesion?** What are the evidences of understanding, acceptance, respect, trust, commitment, and unity on your team? What actions could you take to increase cohesion?
2. **What is your capacity to deal with conflict?** Do you feel uncomfortable with expressed emotions and passionate debate? Do you squelch disagreement, perhaps because you feel less respected and less powerful when your ideas are challenged? What are the sources of your fears and what would it take for you to move beyond your discomfort?
3. **What is the ability of your team to engage in creative conflict?** Does your team avoid passionate debate? Do your people leave meetings with less than total buy-in to your decisions? If you answered yes to these questions, you are missing the benefits and fun of leading a cohesive, synergistic team. I encourage you to get a consultant or coach to help you with team development.

Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

¹ There were three African Americans in our long-term Hanoi Hilton system cohort; two more joined us late in the war. All were highly respected by their peers. There was never any racial discord.

² Ross Perot heard this story and in 2001 sponsored a nine-foot statue of Risner that is a popular attraction at the Air Force Academy. A photo of Risner at the dedication of this statue can be seen at LeadingWithHonor.com/gallery. "Risner 9-foot Tall," LeadingWithHonor.com.

³ We did not know about the escape at the Zoo, but shortly after it occurred, cellmate and would-be scientist Jim Warner was pouring a few drops of water on the back window bars, hoping to grow some moss. The guard saw him and reported it to the camp authorities. The V believed that Jim was trying to escape, and tortured him to find out his plan. Jim had to make up a story; unfortunately he said he would go through the ceiling, which was exactly what Dramesi and Atterberry had done at the Zoo. Warner spent the next six

BUILD COHESIVE TEAMS

months in solitary confinement in the tank, a miserably hot little building near the guard shack.

⁴ John Hubbell, *POW: A Definitive History of the American Prisoner-of-War Experience in Vietnam, 1964-1973*. (New York, NY: The Readers Digest Press, 1976) 551-552.

⁵ You can build cohesion without using personality instruments, but it will take much longer. The process described here typically takes one day, with regular discussions by the team and quarterly facilitation. This process can expedite team cohesion by six months.

⁶ Patrick Lencioni, *Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators*. (San Francisco, CA: Jossey Bass, 2005).

⁷ *Merriam-Webster Dictionary*, s.v. "Cohesion," <http://www.merriam-webster.com/dictionary/cohesion> (November 28, 2010).



Coaching: EXPLOIT CREATIVITY

**Innovation and creativity are crucial in today's fast-changing world.
Are you keeping up?**

1. **What is your mindset about innovation?** Is it an integral part of your leadership philosophy? How do you manage innovation processes in your organization? Do you aggressively push for innovation and support creative people, or do you fear the risk of innovation and try to avoid it?
2. **Do you intentionally identify and exploit the talents of your most creative people?** Some assessment instruments, such as the *N8Traits* tool mentioned earlier, will help you identify them. How do you evaluate their ideas and keep them motivated?
3. **How do you draw out new ideas from those who are not naturally highly creative?** Is everyone thinking about ways to improve processes and improve efficiencies? Do you give a good hearing to the ideas of others?

Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

¹ We never saw a normal flushable toilet in the camps. Some cells had a partially walled-off area for privacy. Two bricks were fastened to the concrete-slab floor for your feet, and there was a hole in the slab for the waste bucket.

² John Nasmyth, *2555 Days*. (New York, NY: Orion, 1991) 190-192.

³ *IBM Global Study*, <http://www-03.ibm.com/press/us/en/pressrelease/31670.wss> (accessed February 26, 2011).

⁴ As related by an Intel senior executive.

⁵ Thomas L. Friedman. "Advice to China." *New York Times*, June 4, 2011.

⁶ Enlightened and confident leaders want to grow and welcome help. Insecure leaders usually don't want anyone to hold up a mirror.

⁷ For more on Goodwill Industries NCW and their values, see *Goodwill Industries*, <http://www.goodwillncw.org/missionvision.htm>.



Coaching: TREASURE YOUR TRIALS AND CELEBRATE YOUR SUCCESSES

The treasures that are often hidden in our suffering and trials can provide greater clarity about what is really true about ourselves and about life in general.

- 1. What treasures have you discovered in your trials?** Truths about yourself? Truths about life? Wisdom about leadership? Insights about your leadership?
- 2. How have these treasures helped you as a leader?** How do you lead differently as a result of what you learned in your crucibles? Looking forward, will your insights about trials be different? If so, how?
- 3. What is your perspective on celebrating?** Is your view more positive or negative? What fears do you have about celebrating? Are you too quick to celebrate?
- 4. What changes would you like to make in your attitude and behaviors related to celebrations?** Would it help for you to be more intentional and use more planning in your approach to celebrating?

Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

¹ DMZ is the acronym used for Demilitarized Zones, as there still exists between North and South Korea.

² Our brew tasted more like a mild brandy than wine.

³ My high school and college friend, Dr. John B. Hardman, arranged with host Dr. Edith Weisskoph-Joelson, University of Georgia, Department of Psychology, for me to meet with Victor Frankl following his presentation.

⁴ Bill George and Peter Sims, *True North: Discover Your Authentic Leadership*. (San Francisco, CA: Jossey-Bass, 2007) xiv.

⁵ Georgia Fluid Systems Technologies, based in Alpharetta, GA, represents Swagelok® in Georgia and northern Florida with high tech products for steam producers, such as the paper and nuclear power industries.

⁶ Based on Verne Harnish, *Mastering the Rockefeller Habits*. (New York, NY: Select-

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Books, Inc., 2002). See *Classic One Page Worksheet*, http://www.gazelles.com/one-page_strategic_plan_template.html.

⁷ *Sam Walton Quotes and Sayings*, www.searchquote.com (accessed June 9, 2011).

⁸ Tim Elmore, comment on “8 Terms to Understand Generation Y,” Tim Elmore on Leading the Next Generation, Growing Leaders, Comment posted December 1, 2010. <http://blog.growingleaders.com/generation-iy/8-terms-to-understand-generation-y/> (accessed April 10, 2011).



March 14, 1973, Release - Hanoi Gia Lam Airport, McCain front row, Lee Ellis and Ken Fisher on the fourth row.



The celebration continues inside the Hanoi Taxi.



Deplaning at Maxwell AFB, Montgomery, AL, March 17, 1973

LEADING WITH HONOR



*Greeting faithful supporters in Commerce, GA
Photo © Ron Sherman*



Coaching: FREE THE CAPTIVES

Most leaders do not think of themselves as captives, but everyone has some areas that are holding them back from being all they can be—habits and behaviors that just aren't working. Awareness is the starting point for gaining full freedom to grow in leading with honor. Likewise, once you recognize your own need for freedom, you will be able to help others break free also.

- 1. Is it possible that past disappointments have created a hint of bitterness in your heart toward someone or some group?** Begin monitoring your strongest emotions for indications of bitterness. If it is present, what can you do about it? How can you help others who might be dealing with bitterness?
- 2. How well are you connecting with your emotions?** If you are like many leaders, you may be having difficulty even recognizing them, let alone connecting with them. Refer to the emotions chart in Appendix E and find your most frequently recurring emotions. Are they positive or negative? How can you manage your emotions to be more effective as a leader? What are you doing to help others connect with their emotions?
- 3. Reflect on a time when you rationalized and avoided doing what you knew was the right thing to do.** What can you learn from that experience? How are you helping others learn the value of doing what is right, even when it does not feel right?

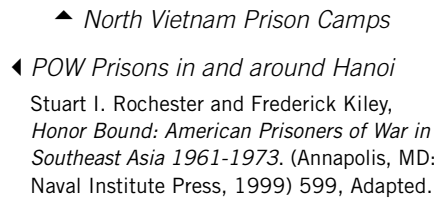
Note: To download an expanded version of these coaching questions for writing your responses, visit LeadingWithHonor.com.

¹ What we didn't know then but would soon learn was that most of our fellow veterans received no such honors. In fact they were generally dishonored for their service, which only added to the pain of war they brought back with them.

² For the exciting details of this raid, read *The Raid: The Son Tay Rescue Mission*, by Ben Schemmer.

³ Gallup Consulting. "The Next Discipline: Applying Behavioral Economics to Drive Growth and Profitability." <http://www.gallup.com/consulting/122906/next-discipline.aspx>, (2009).

⁴ Many years after the war, several POW friends and I have recognized that we had some symptoms of PTSD. For me it was hyper-vigilance, recurring thoughts of having to fight bad guys, excessive need to be in control, and unnecessary anger. That awareness has been very helpful in gaining more freedom.



Appendix B: Military Code of Conduct

Military Code of Conduct

I

I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

II

I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

III

If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

IV

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me, and will back them up in every way.

V

When questioned, should I become a prisoner of war, I am required to give only name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

VI

I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

Appendix C: Camp Regulations (Feb 1967, Unedited)

In order to insure the proper execution of the regulations, the camp commander has decided to issue the following new regulations which have been modified and augmented to reflect the new conditions, from now on the criminals must strictly follow and abide by the following provisions:

The criminals are under an obligation to give full and clear written or oral answers to all questions raised by the camp authorities. All attempts and tricks intended to evade answering further questions and acts directed to opposition by refusing to answer any questions will be considered manifestations of obstinacy and antagonism which deserves strict punishment.

The criminals must absolutely abide by and seriously obey all orders and instructions from Vietnamese officers and guards in the camp.

The criminals must demonstrate a cautious and polite attitude toward the officers and guards in the camp and must render greetings when met by them in a manner all ready determined by the camp authorities. When the Vietnamese Officers and Guards come to the rooms for inspection or when they are required by the camp officer to come to the room, the criminal must carefully and neatly put on their clothes, stand attention, bow a greeting and await further orders. They may sit down only when permission is granted.

The criminal must maintain silence in the detention rooms and not make any loud noises which can be heard outside. All schemes and attempts to gain information and achieve communication with the criminals living next door by intentionally talking loudly, tapping on walls or by other means will be strictly punished.

If any criminal is allowed to ask a question he is allowed to say softly only the words "bao cao". The guard will report this to the officer in charge.

The criminals must go to bed and arise in accordance with the orders signaled by the gong.

When allowed outside for any reason each criminal is expected to walk only in the areas as limited by the guards-in-charge and seriously follow his instructions.

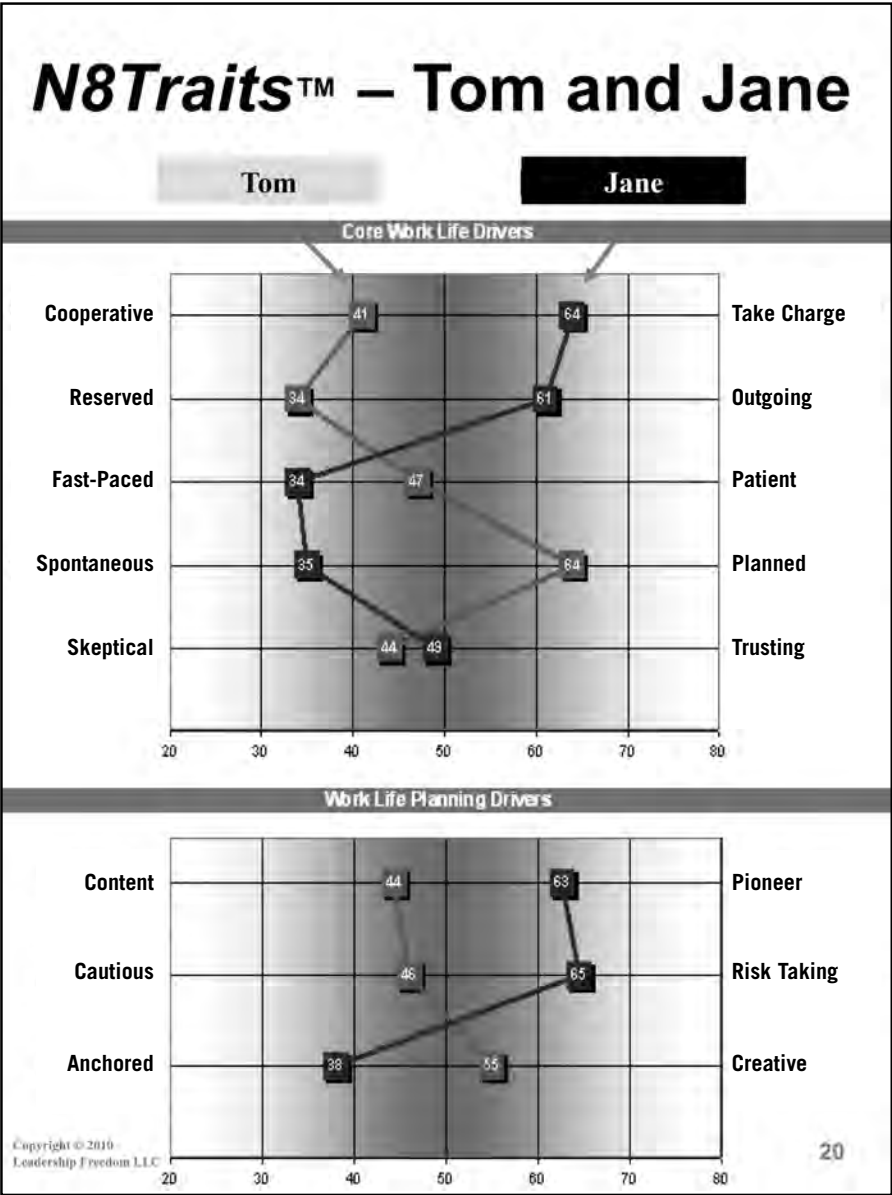
Any obstinacy or opposition, violation of the proceeding provisions, or any scheme or attempt to get out of the detention camp without permission are all punishable. On the other hand any criminal who strictly obeys the camp regulations and shows his true submission and repentance by his practical acts will be allowed to enjoy the humane treatment he deserves.

Anyone so imbued with a sense of preventing violations and who reveals the identity of those who attempt to act in violation of the foregoing provisions will be properly rewarded. However, if a criminal is aware of any violation and deliberately tries to cover it up, he will be strictly punished when this is discovered.

In order to assure the proper execution of the regulations, all the criminals in any detention room must be held responsible for any and all violations of the regulations committed in their room.

Signed
The Camp Commander

Appendix D: N8Traits™



LEADING WITH HONOR

Appendix E: Emotions Chart

| <u>Joyful</u> | <u>Loved/Valued</u> | <u>Honored</u> | <u>Free</u> | <u>Hopeful</u> | <u>Useful</u> | <u>Confident</u> |
|----------------|-----------------------|----------------|------------------|------------------|---------------|------------------|
| euphoric | accepted | admiration | alive | desire | achieving | bold |
| excited | adored | blessed | autonomy | dream | capable | brave |
| fulfilled | affection | credit | choices | eager | effective | challenged |
| glad | affirmed | fortunate | free | faith | open | daring |
| happy | approved | good | in control | optimism | powerful | determined |
| joy | cared for | honored | independent | trust | receptive | interested |
| joyous | content | important | open | encouraged | reliable | peaceful |
| jubilant | devotion | meaning | powerful | thankful | responsible | relaxed |
| pleased | intimacy | regarded | released | enthusiastic | satisfied | strong |
| pleasure | reassured | respect | unbound | | useful | upbeat |
| positive | safe | special | | | worthwhile | content |
| relief | secure | tribute | | | | awesome |
| delight | touched | unique | | | | |
| delighted | trust | | | | | |
| elated | understood | <u>Neutral</u> | | | | |
| cheerful | warmth | disinterested | | | | |
| thrilled | ecstasy | reserved | | <u>Surprise</u> | | |
| ecstatic | | flat | | amazement | | |
| | | indifferent | | shock | | |
| | | | | wonder | | |
| | | | | | | |
| | | | | | | |
| <u>Sadness</u> | <u>Shame/guilt</u> | <u>Anger</u> | <u>Disgust</u> | <u>Pain/Hurt</u> | <u>Fear</u> | <u>Angst</u> |
| aching | ashamed | annoyed | aversion | affronted | afraid | anguish |
| agonized | awkward | antagonistic | contempt | disrespected | alarm | anxious |
| anguish | blamed | bitter | disgust | aching | anxiety | desperate |
| cynical | chagrin | end | distaste | hurt | anxious | panic |
| dejected | disgraced | enraged | repugnant | insulted | apprehensive | tension |
| depressed | dishonored | exasperated | revulsion | offended | doubtful | tormented |
| desolate | disrespected | furious | scorn | slighted | dread | worried |
| desolation | embarrassed | fury | scornful | snubbed | edgy | |
| despair | humiliated | hateful | | upset | fearful | |
| despondent | remorse | hostile | | wronged | frightened | |
| unhappy | worthless | irritated | | | nervous | |
| dismayed | | resentful | | | panic | <u>Weak</u> |
| empathetic | <u>Disappointment</u> | | <u>Confusion</u> | <u>Lonely</u> | scared | dependent |
| gloom | betrayed | | hesitant | alienated | tense | deprived |
| grief | crushed | | indecisive | alone | terrified | feeble |
| heartbroken | disillusioned | | skeptical | ostracized | terror | helpless |
| hopeless | frustrated | | uncertain | rejected | wary | impotent |
| lonely | | | | useless | | needy |
| self-pity | | | | distant | | paralyzed |
| sorrowful | | | | dull | | powerless |
| sympathetic | | | | shutdown | | vulnerable |
| withdrawn | | | | | | weary |

APPENDIX

Appendix F: Military Rank Abbreviations

| MILITARY RANK ABBREVIATIONS | | | | | | |
|----------------------------------|------------|------------------|-------|-----------|-------------|----------|
| PAY GRADE | ARMY | MARINE CORPS | NAVY | AIR FORCE | COAST GUARD | CIVILIAN |
| Enlisted | | | | | | |
| E-1 | PV1 | Pvt | SR | AB | SR | |
| E-2 | PV2 | Pfc | SA | Amn | SA | |
| E-3 | PFC | LCpl | SN | A1C | SN | |
| E-4 | SPC | Cpl | P03 | SrA | P03 | |
| E-5 | SGT | Sgt | P02 | SSgt | P02 | |
| E-6 | SSG | SSgt | P01 | TSgt | P01 | |
| E-7 | SFC | GySgt | CPO | MSgt | CPO | |
| E-8 | MSG 1SG | MSGt 1stSgt | SCPO | SMSgt | SCPO | |
| E-9 | SGM CSM | MGySgt SgtMaj | MCPO | CMSgt | MCPO | |
| Service Senior Enlisted Advisors | SMA | SMMC | MCPON | CMSAF | MCPO-CG | |
| Warrant Officers | | | | | | |
| W-1 | W01 | WO | -- | -- | -- | |
| W-2 | CW2 | CWO2 | CWO2 | -- | CWO2 | |
| W-3 | CW3 | CWO3 | CWO3 | -- | CWO3 | |
| W-4 | CW4 | CWO4 | CWO4 | -- | CWO4 | |
| W-5 | CW5 | CWO5 | CWO5 | -- | -- | |
| Officer | | | | | | |
| 0-1 | 2LT | 2ndLt | ENS | 2d Lt | ENS | GS-7 |
| 0-2 | 1LT | 1stLt | LTJG | 1st Lt | LTJG | GS-8 |
| 0-3 | CPT | Capt | LT | Capt | LT | GS-9 |
| 0-4 | MAJ | Maj | LCDR | Maj | LCDR | GS-10 |
| 0-5 | LTC | LtCol | CDR | Lt Col | CDR | GS-11 |
| 0-6 | COL | Col | CAPT | Col | CAPT | GS-12 |
| 0-7 | BG | BGen | RDML | Brig Gen | RDML | GS-13 |
| 0-8 | MG | MajGen | RADM | Maj Gen | RADM | GS-14 |
| 0-9 | LTG | LtGen | VADM | Lt Gen | VADM | GS-15 |
| 0-10 | GEN | Gen | ADM | Gen | ADM | SES |

Note: The above chart is intended to display the military rank abbreviations. The civilian equivalence is included as a general comparison and is NOT intended to establish precedence. SES precedence for civilian employees is based on position and not pay grade. DOD Protocol Workshop, August 2003.