

# **What the Heck Is Leadership and Why Should I Care?**

# Endorsements

“In a sea of leadership book after leadership book, this is the one I want you to read. Why may you ask? Ultimately, it’s because Gary DePaul is a great leader, a talented academic mind, a great teacher, an inspirational storyteller, and a cat person. In *What the Heck*, Gary exceptionally brings together his work experience, his studies, and his teaching acumen to truly guide his reader to think through core leadership insights, reflect, and improve. Add to that Gary’s lighthearted and humorous style and you have this book. Read it now.”

**John S. Minutaglio**  
Chief Technology Officer  
Strategic Link Consulting

“I have been saying for years that leadership is both an art and a science, and you have to understand the science before you can paint the portrait of organizational success. Gary’s interpretation of this leadership science is thought-provoking, inspiring, and really a joy to read. While reading these pages, try to imagine how Gary’s leadership approach fits with your leadership style, and in turn, engaging your workforce.”

**Chris Cebollero**  
Best Selling Author  
Motivational Speaker

“*What the Heck Is Leadership and Why Should I Care?* builds on new perspectives in our ever-changing workforce. This is the decade to become relevant and purposeful as we support new leaders, create mentorships, and become change agents to become the leader our society and organizations are seeking now.

Gary’s stories are relevant to what is needed to build a successful journey in leadership today. There is no better time than the present to change, learn, and expand your leadership competencies. His last Book, *Nine Practices of 21st Century Leadership*, is a must-read and his current book provides insight and advice from first-line managers to management to Senior Leaders to the CEO.

There are great leaders whose presence are known, and we are following them now, but we need to re-skill and re-tool those leaders for tomorrow’s challenges and transformation.”

**Janet Foster**

VP Senior Career Consultant

Lee Hecht Harrison

“In his new book, *What the Heck Is Leadership and Why Should I Care?*, Dr. Gary DePaul has done it again! With a bit of humor and candor, Dr. DePaul shares seven leadership principles that can lead both you and your business to remarkable success. Most importantly, the compelling stories, practices, and principles can help the experienced leader, emerging leader, and aspiring leader. This book is a must-read for anyone leading people.”

**Lisa J. Wicker, Ph.D.**

President & CEO, Linwick & Associates, LLC

Publisher, Career Mastered Magazine

“The constituents of the CEO and top corporate executives of all companies have always been very clear and typically include shareholders, employees, and the communities they serve. However, many executive teams have under-invested in their communities, not fully understanding or embracing their potential impact. Today, it is more important for corporate executives to be effective civic leaders. The role of leadership continually rebalances investment required among constituents; thus, the approaches to lead successfully also evolve.

*What the Heck* explains the foundation of today’s leadership in simple terms that all executives and corporate leaders, and aspiring leaders, can understand. Gary embraces and enlightens us with a pragmatic approach that challenges traditional thinking and reties business leadership to social responsibility. No longer can contemporary organizations ignore societal challenges. If executives did what Gary describes, they could begin addressing the societal problems that complicate their goals and business objectives. Gary’s contemporary leadership approaches are a must-read for today’s C-Suite executives!”

**Michael Jones**  
Vice Chairman  
Ranpak Holdings

“It is a pleasure to recommend Dr. Gary DePaul’s new book, *What the Heck is Leadership and Why should I Care?* Gary’s informal writing style and ability to utilize storytelling and humor, make for an easy read and offers useful tips for anyone seeking to learn grow and develop as a Leader.”

**Michael J. LaVallee**  
Managing Partner  
Jobplex, Inc., a DHR International Company

“If you have worked for a great leader, horrible leader, or have the desire to be better at leadership, then this book is a fantastic tool. This is not an academic book about leadership, filled with lengthy theories and pages of how the study was completed to support various principles. Gary introduces concepts with personal, compelling stories. He then clarifies and succinctly provides a digestible explanation. If you are someone that has studied leadership, you’ll discover that this book challenges traditional leadership assumptions. The book is a great investment of time for all leaders and aspiring leaders.”

**Phyllis M. Millikan**

Executive Vice President  
Client Solutions & Partnerships

“Gary DePaul has written a must-read book for those who call themselves a manager or a leader—or who wants to be one. In *What the Heck is Leadership and Why Should I Care?*, DePaul explains the big difference between management and leadership. And, through easy-to-read “that sounds familiar” stories, he shares his seven principles of leadership that you’ll be motivated to incorporate right away.”

**Andrea L. Overman**

Partner & Chief Marketing Officer  
Chief Outsiders

“While I don’t quite share Gary’s passion for cats, I certainly share his passion for leadership! Through a whimsical writing style, memorable stories and the latest research and insights, Gary brings to life the *otherness* of leadership—believing, connecting and collaborating with others, putting others first, giving others control and power, and encouraging others to change and develop. Business leaders would do well to read and apply any number of the many nuggets found in this gem of a book.”

**Andy Fiol**

Executive Vice President

Consumer & Small Business Banking, Fulton Bank

Former Executive at Capital One and Bank of America

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Gary A. DePaul, PhD

Foreword by Dave Sanderson

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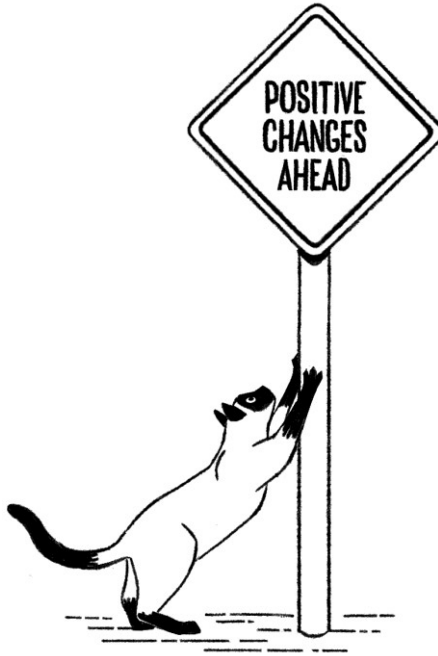
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## **How Leadership Will Change Your Life**

After graduate school, I managed cross-functional teams or was the senior employee on a team. Soon after, I started my first corporate management job.

Aiyana and I were a team of two. I was a thirty-something white manager, and Aiyana was a fifty-something performance engineer. We worked well together as a team, and I enjoyed my time with her. Although I may have been her manager, Aiyana led our team more than I did.

Aiyana's leadership had a lasting effect on my professional career. Without her, I wouldn't have sought my designation as a Certified Performance Technologist certification, and I wouldn't have become President of Tampa Bay ISPI. I wouldn't have known about

this chapter if Aiyana hadn't asked me to attend some of their meetings. I also wouldn't have had the opportunity to speak at their events.

Devoid of my certification, I wouldn't have had the opportunity to facilitate a workshop that helped around 25 professionals work towards their certification. I also wouldn't have mentored younger professionals with their certification applications and career development. Most likely, I wouldn't have volunteered at the international level serving as the chair of the chapter partnership committee. If I hadn't served as the chair, I probably never would have met some of the most influential professionals who coached and mentored me. Without Aiyana nudging, influence, and leadership, none of this would have happened.

Leadership enriches our lives. It has a powerful, cascading, and sustaining effect upon those we influence. With the right exposure, nudging, and support, those who lead can help us in our journey. They can inspire renewed confidence and help us realize extraordinary and unimagined opportunities that can change our lives for the better.

As we develop our leadership capabilities, our perceptions change. Interactions with direct reports, peers, and bosses become more meaningful and impactful. People notice our positive behaviors. They'll respect and trust us more, and equally, we develop more respect and trust in them. Through leadership, we become more fulfilled in what we do and, more so, as we evolve and grow this practice.

While problems and life challenges never cease, how these affect our spirit and attitude towards them won't be the same.

As we begin to lead in our workplaces, we experience some immediate results. First, those we lead feel more valued. Their encouragement grows as well as their desire to achieve their goals. Work becomes more enjoyable because of our interactions and

renewed relationships. Bonds strengthen, and, if we're on a team, our teammates build camaraderie. Productivity and performance improve as the team tackles and reduces work barriers.

With time, changes continue. Our work environment improves. Teammates collaborate more frequently. Their outputs exhibit more creativity that results in innovations.

A couple of months ago, I started interviewing HR business partners for a public research report and another book. This month, I interviewed Ethan Crockett, a Strategic HR Business Partner for a national organization. During the interview, Ethan shared an experience he had in Roswell, Georgia, where he participated in a church group. The group created E3/L3 principles. Ethan explained to me how these principles guide him as he builds business and personal relationships.

Ethan defines E3 as *Encouraging*, *Equipping*, and *Experiencing* and L3 as *Living*, *Learning*, and *Leading*. These six actions are interconnected. For instance, learning results from leading, and leadership cannot happen without learning.

Although *leading* is an L3 principle, E3/L3 describes Ethan's overall leadership approach, which reflects his overwhelming accomplishments in helping business executives achieve their desired results.

Research studies found that emotions can be contagious. When we walk in a room full of people having fun and laughing, we're more likely to smile and even join in the fun. Like laughter, practicing leadership is contagious. When we lead, we model influential behaviors. Teammates will emulate our leadership practices, and even other teams will notice and begin to adopt our team's behaviors. Consciously or unconsciously, being influenced by leadership changes us for the better.

Leadership can affect communities in positive ways.

At another company, I worked for Rich Lima. Rich has accomplished a great deal during his career. He works hard to contribute to business goals and influence employee effectiveness. He has a knack for changing business for the better.

That success has manifested in how he helps his community. Serving on the board for the local Habitat for Humanity, Rich shares his business insights. He gives tenfold more than he gains.

For Rich and countless others, practicing leadership doesn't stop within the boundaries of an organization. Our work experiences affect our personal lives. Through the practice of leadership, society improves, and so do we. We volunteer our time and energy to serve those within our local and broader communities.

Leadership changes the lives of those around us and changes how we live our lives.

Here's my last point: leadership is not about me, you, or anyone who practices it. Leadership is about how we influence people and change their lives for the better.