

Global Leadership and the BYU Management Society

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Thank you very much for this wonderful honor. I am humbled and honored to receive this Benson Award. Dean Perry asked me to share my vision of the Management Society, what I have received from my association, and where I envision the Society in the future. I have thought and pondered these topics and how I could pay tribute to Lowell Benson, a natural leader who spent 30 years in acquisition of precious metals and diamonds at O.C. Tanner. His dedication to BYU and this Society lasted a lifetime.

Today I would like to share my lessons and vision about BYU Management Society using my favorite mountains as a metaphor. Most of you are facing the majestic Mount Timpanogos, which rises almost 12,000 feet or 3.5 km above the sea level. I once hiked to the top of this mountain. Two friends and I started here in Aspen Grove. The trail went through a forest to an alpine meadow where the beautiful Emerald Lake changed colors from blue, to green, to turquoise depending on the light. My friends decided to stop and sleep at the lake. My goal was to reach the top. I unloaded my jacket and gloves and continued over rocks, boulders, and landslides. I made it to the ridge where I met hikers from the American Fork trail. We helped each other to the top. It was cold, windy and crowded, but the view was breathtaking over valleys and mountain ranges far away.

SLIDE #2

I could have stayed there admiring the view forever, but started to think about the long way back down. A group of young men, with skis, asked me to go down with them to a glacier below. It ended at Emerald Lake – a great short cut for me, but there was a steep vertical drop. The boys promised to help and all were confident that I could “ski” down the glacier. I started my way down with them. My legs and arms were shaking and burning but those boys supported me till I was down that mountain. Then they wished me luck and took off. I stood alone on the great, white, and cold glacier. I was in no shape to “ski” down. I looked great in my bell-bottom Levis, a cute red-white-and blue BYU t-shirt and white tennis shoes. But this was not a fashion photo shoot and looking good didn’t matter. I could not get up again or go around. The only option was down.

I ran as fast as I could, sliding, flapping my arms fiercely, and somehow I was able to get my balance. I got into a tuck position and came flying down in a straight line. My eyes filled with tears from the wind, but I could see the lake approaching. In front were piles of rocks and all the handsome young men looking up. If I couldn’t stop in time, I would hit the rocks and end up in the lake. Rule #1 in skiing is: Learn how to fall safely and get up semi gracefully. I had that skill.

In full speed I sat down, pushed my heels into the wet ice, and held onto my t-shirt bottom, leaned back ... and miracle of miracles...I stopped a few inches before the rocks. I was well

shaken and stirred, but had no cuts, just a bruised bottom and ego. I waved to the boys and walked to my girlfriends. They laughed. I felt like I was on the top of the world. Soon we were back on a safe path to this place and then home.

This feeling was repeated when I was asked to become the president of the Silicon Valley (then South Bay) chapter of the Management Society. I had never been on an executive board and knew nothing about running this organization. The chapter had been dormant and I felt like I was climbing alone across rocks and boulders. I used the principles of management: planning, organizing, leading and controlling. I read the leader's guide and did a plan following the vision, mission and goals of BYU Management Society. My question was how to staff the executive board. I had always taken a friend to one of the Management Society annual gala dinners; LDS Employment asked for my help early in my career. These people became the executive board, along with Jenee Zenger with whom I had started the Stanford Breakfast Briefings a few years earlier.

The advisory board or 'godfathers' as I called them: David Haight, Phil Hartung, Steve Egli, and Kevin Cole guided me throughout every landslide. Rixa Oman and her staff helped me when I felt weak and thought I was falling. We got the chapter going, even had a distinguished public service award gala dinner with Sheri Dew. Everything was working well and future plans were in place, then disaster hit. The president elect decided not to become the chapter president. One of the "godfathers" stepped in. My job was to find a new chapter president within a year.

There were challenges. Finally we were meeting in a classroom of a Catholic university instead of a nice hotel. This is when Joel Deceuster walked in and sat down. Right away I sat next to him. I might be called a stalker today but I knew we needed him. I just had to convince him that he "needed" BYU Management Society. The leadership conference was coming up and I blurted: "Joel, just think you can see your sons at BYU if you become the president and go". It didn't work. Then I said: "Joel, I just want a nice place and white tablecloths for our Management Society luncheon meetings." He took pity on me and said: "Okay!" Then he started with his list of requirements and all I said was: "Okay, okay, okay!" Not only did he change the chapter, but as the Global Management Society president, he improved the whole organization.

Finding talent is critical to the success of BYU Management Society. We need to have a network and expand it so we can tap into the reservoir of skilled leaders who can mentor the next generation and we need the great innovation and creativity, which comes from our current and future members. We are continually scouting for new talent no matter what gender, race, national origin, or school they represent.

SLIDE #3

The Management Society is a PREMIER (not a mediocre) organization for business professionals to network, develop their careers, serve their communities, and support BYU and Marriott School. BYU Management Society is a unique global network, strongly committed to growing moral and ethical leadership around the world.

SLIDE #4

Leadership is the power to influence others to follow in a given situation. Followers are a key to our future. Leaders rely on accurate and timely information from their followers. We talk much about leadership, but less about followship.

SLIDE #5 and 6

Leaders and followers can form an effective relationship which is mutually beneficial. There are also various styles of followership. Robert E. Kelley (The power of followership, new York; Double Day, 1992) We are looking for *Effective Followers* who are independent, proactive, critical thinker, and actively engaged. They anticipate needs and align themselves with the purpose and objectives of this Society.

The other types of followers include:

Passive Followers who are dependent and passive in their level of engagement and critical thinking. The need reminders and checking on constantly.

Conformists are dependent, active in engagement, but not critical thinkers.

Alienated Followers are independent, critical thinker, and passive in their level of engagement. They are in the shadows and can hurt and hinder the progress.

Survivors are both independent and dependent as needed; active and passive as needed; can be critical thinker or not. They survive in any situation and don't care about the leader or organization. They have their own agenda.

It takes courage to follow. For years, AC Ho held Management Society meetings in Singapore when the government allowed only 5 people in meetings.

It took Jussi Kemppainen two years to find a way to register the Management Society in Finland. His focus was to mentor the youth. Finland organized a great Young Professional group in their chapter.

Akmurat Eedgee started a chapter in Mongolia. When someone suggested that they should get "old people", I said: "They have. Their old people are 24-26 years old. " They created an excellent chapter with only young people.

It is thrilling to come to these conferences and see your new ways of leading and building the BYU Management Society around the world.

SLIDE #7

As we look into the future, we are no longer a Society of US members nor a place where East and West meet. Our chapter leaders are **global leaders** who effect significant positive change by building chapters and communities through the development of trust and the arrangement of organizational structures and processes we may have not seen. We involve multiple cross-boundary stakeholders and authority as well as multiple cultures under conditions of temporal, geographical, and cultural complexity." We can no longer be leaders who just lead ourselves

or have a position just as a status symbol. We are global leaders and followers in our dedication to BYU Management Society.

SLIDE #8

We need to re-evaluate our Internal Readiness factors such as: 1) Self-Awareness; 2) Willingness to Take Risks; 3) Open-mindedness; 4) Perspective and Respect for Diversity. We look inside ourselves as well as outside. The External Readiness factors require us to be 1) Globally Aware; 2) Knowledgeable about World History and its impact to what we try to do; 3) Interculturally Competent; and 4) Effective Across Cultures.

Our global reach means that in the future we have more regional conferences in this country and outside. We use technology in creative and effective ways to communicate and operate across borders and time zones. We reassess how we allocate resources, share information, provide support, solve problems, and reward and recognize people. Yes, we still need management skills. We also need to understand how leaders prefer to work, communicate, get information, and what their leadership styles and preferences are in different parts of the world. In global leadership understanding the culture has become a critical factor to both followers and leaders. When we choose the executive and advisory boards, understanding of people and relationships within cultures is important. Relationships do rule the world.

SLIDE # 9 AND 10

Things are seldom what they seem to be. I learned this from my experiences in Colombia. Elder David Nixon from Texas taught me a leadership lesson, which has lasted a lifetime. He pointed out that I had 8 things against and 7 things for a demonstration garden we wanted to build for LDS Church members. Then he leaned forward and asked: "Hermana Hannonen, what do you want?" I wanted the garden. He respected my answer and led others to help get the garden plot ready. He understood that heart, mind and hands are critical in engaging people. Sometimes people need our hands in an activity, other times our ideas and mind, but heart is what makes all the difference.

I would like to add one more skill: Listening. I lived with Paez Indians in a place called Tierradentro (inside the earth) on the top of the Andes Mountains, so isolated that getting there took 8 hours of walking - uphill. Life was hard, simple and dangerous. One night the Paez chief, Victoriano Pinacue, talked about strangers. I was a stranger! Not really, and he told that many people had dreams about two blonde girls with blue eyes coming to the mountains. Once Linda Olson and I started the 8 hours climb, he knew all the time where we were. How? I wondered. What I thought was birds singing, was the Paez way of sending signals that someone was coming. This wise chief taught me some secrets of the tribe once he trusted me. I have used those skills in all kinds of jungles in nature and business. The signals are there if we just listen and notice.

Ten years ago I saw two women in this conference. They told me that women needed some help in navigating the business world. I promised to look into their concerns. After I returned to

Silicon Valley, I invited 5 of my friends to a breakfast. Before we went home a new organization: Silicon Valley WOMEN (Women's Organization for Mentoring, Educating and Networking) was in place.

SLIDE #11

This women's organization has benefited hundreds of lives. It has provided a professional connection to young mothers who have interrupted their career to raise a family, provided opportunities to do networking and get part-time work for those who want flexible schedules, and given women visibility and access to a bigger network. Each president has improved and added her own touch to the success of this organization.

Women and young professionals bring to every chapter creativity, insights, and leadership. Last year, Dean Perry talked about the service we can provide by just helping to welcome Marriott School students to our chapters and assist them with jobs, internships, and connections to businesses.

In my mind I see an army of leaders, young and old, working together to make this the best professional organization in the world. There are thousands of retired people who would like to help in some way. If we pay less attention to the wrinkles on faces, and more on the wrinkles in minds and souls, we would be surprised how many people yearn to get involved. We need to find ways to engage these people. People don't become involved because we compel, order, or guilt them. Their discretionary time is precious. They only choose to invest their time, resources, and energy to causes that add meaning and value to their lives. BYU Management Society can be that organization to thousands of people.

SLIDE #12

Joel Deceuster and I have something in common. We love roses. His rose garden is beautiful. I have managed to kill every rose I have ever planted. As you look at you part of the world, you may get discouraged because you think your chapter will never look like another chapter. Do not despair. I learned to go to wholesale flower market and buy 3-5 dozen roses for 12 dollars once a month. I am a master in keeping roses alive. Be the best chapter you can be in your own way.

SLIDE #13

Lowell Benson spent his life in the diamond business. We are also looking for and polishing "diamonds" as we are engaged in growing moral and ethical leaders. There was different ways of doing it just like there are different ways to get our roses. Everyone told me one can not grow roses in Hawaii, so I gave up. One day I drove home and found roses in boots by my front door. My son planted them and they bloomed and bloomed. We must try and work with others. Someone will find a way to success and our chapters will bloom.

SLIDE #14

People tell me that I should sit down and rest. I have a comfortable chair right now: My professional career has been interesting, challenging, and rewarding. My church callings have given me many opportunities to grow spiritually, emotionally, and intellectually. My family, especially my son Markus, has given me great love and joy. BYU Management Society has been the fourth leg on my chair. It has given me a solid place to sit, ponder, rejuvenate, and create...then get up and serve. All my life I have been in the world of men, from high school science, to college, to missionary work, to corporate world and now to teaching. I have faced my share of discrimination and harassment, but never in the BYU Management Society. I have always been treated as a colleague, equally able to contribute and lead, and as a lady. That respect and genuine caring make a difference as I go to the other areas of my life and serve.

I feel that I have grown to be a better moral and ethical leader because of my associations in BYU Management Society. I find great joy in working with you. Dean Merrill Bateman had a great vision. I feel fortunate to have lived that vision for over 30 years and just like the view from Mount Timpanogos, this view of BYU Management Society is magnificent.

I thank you again for this wonderful honor. I will treasure and cherish it forever.