

## I. INTRODUCTION

They say the [Summer of Love](#) took place in 1967, but I'm feeling much love this summer (2018) for my friends in the sports industry. Joe Lacob, Owner of the Golden State Warriors and principal benefactor of the Sports Business Program at my university, just won his 3rd NBA title in the last 4 years. The Vegas Golden Knights, who have employed 3 of my students as summer interns over the last 2 summers, recently completed their historic inaugural 2017-18 season by reaching the Stanley Cup Finals as an expansion franchise...[exceeding all ticketing and merchandise expectations](#) in the process. And the LAFC, who have been kind enough to give my students tours of their headquarters the last 2 years, have begun their maiden MLS campaign to resounding approvals...buoyed largely by an incredible new facility and a crowd atmosphere that would even impress a European soccer diehard.

More generally, and especially over the last 9 months, I realize how incredibly spoiled and lucky I am as a sports educator, sports consultant, and general sports enthusiast. Highlights include:

- Meeting Magic Johnson on my birthday at the Lakers practice facility in El Segundo ([second photo in the cycle](#)), which randomly happened on the last day of a March 2018 networking trip with my students to Los Angeles...where we visited companies like Fox Sports, Riot Games, Oak View Group, NFL Network, LAFC, L.A. Galaxy, and Wasserman over the span of 4 days;
- Attending the shoot-out at the Rose Bowl on New Years Day [between Georgia and Oklahoma](#) in the College Football Playoff National Semi-Finals (yet, in true Rishe-ian fashion, leaving midway through the 4th quarter to avoid post-game traffic, thereby missing Georgia's thrilling last-minute tying touchdown and ultimate 54-48 victory in the second overtime period);
- An October 2017 trip to New York City with my students, where we visited the headquarters of the NBA, NHL, and MLS in a span of hours, followed by a tour of Madison Square Garden and an impromptu MLS match at Citi Field (as Yankee Stadium wasn't available thanks to the Bronx Bombers unexpected post-season run);

- Attending opening day at Busch Stadium on April 5th, which is essentially a local holiday in St. Louis. Hard to beat the passion and loyalty of the Cardinals fanbase;
- Attending the first match in LAFC franchise history on April 29th, which was also the first match ever played at the brand-new Banc of California Stadium;
- Serving as the [NCAA's expert witness](#) in the Todd McNair defamation case, which turned out to be an exceptional learning and networking opportunity on numerous levels.

While each of these happenings were special, the most enriching experience over the last several months unquestionably has been engaging in a collection of 50 conversations with individuals who work in diverse areas across the sports industry.

Before sharing these conversations with you, let me start by sharing 3 reflective moments I had during both the formative and final stages of this project.

#### ***A. Past and Current Reflections – A Life Intertwined with the Sports Industry***

*Tuesday, January 2<sup>nd</sup>, 2018*

As I gaze out the lobby window of the W Hotel in Westwood Village less than a mile from UCLA, my mind wanders as I reflect upon how my life's experiences have intersected with the sports industry and the business of sports:

- During what has become my annual 4-week winter escape to Los Angeles, I work-out in the mornings at the UCLA fitness center. There, I walk past John Wooden's inspirational "[Pyramid of Success](#)". And while I realize some have questioned the legitimacy of Wooden's wizardry in light of behind-the-scenes (and alleged under-the-table) assistance from [former booster Sam Gilbert](#), admiring Wooden's "Pyramid" still provides a jolt of inspiration and wonderment.

- Given my ties to Charlotte (home of my college alma mater and prior employer), and with the NFL playoffs about to begin, I took particular interest in the fact that one of the participating teams would soon experience an ownership change in 2018, largely because the then-owner of the Carolina Panthers, Jerry Richardson, became yet another fallen leader during the #metoo era as the result of alleged [personal misconduct and harassment of employees](#) during his tenure.<sup>1</sup>
  - o Secondly, thinking about the Panthers makes me think about legendary sports marketing guru Max Muhleman. Muhleman is often credited as the [creator of the “personal seat license”](#) or PSLs. PSLs are [extremely common](#) in professional sports, and the Panthers home (now [Bank of America Stadium](#)) was considered the pioneering project for the use of PSLs.
  
- With ties to 2 expansion sports teams, the [Vegas Golden Knights](#) (their staff has presented in my class, as well as hired my students for summer internships) and the Los Angeles Football Club or [LAFC](#) (their staff have also presented in my class, as well as given my students tours of their headquarters), I think about the genesis of a team. I think about the importance of brand-building, and the importance of demonstrating both vision and discipline when crafting and adhering to mission statements and primary business objectives. Based on early results, both teams have figured things out...and in a spectacular way. The Golden Knights became the first pro sports franchise in North America to reach the league championship round as an expansion team since the 1967-68 St. Louis Blues, the LAFC and their [beautiful new Banc of California Stadium](#) are the talk of Los Angeles, and both franchises have among the trendiest and robust merchandise sales in all of sports.
  
- On the cusp of teaching my Sports Analytics course during the Spring 2018 semester, and a mere 6 weeks away from the [2018 MIT Sports Analytics Conference](#), I’m reflecting on recent interactions with those in the analytics world. From conversations with GumGum,

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<sup>1</sup> In mid-May 2018, [reports confirmed](#) that Pittsburgh Steelers minority owner, David Tepper, would purchase the Panthers for an NFL-record \$2.2 billion. Tepper, the founder of global hedge fund Appaloosa Management, has a net worth of \$11 billion [according to Forbes](#), and is committed to keeping the team in Charlotte.

Block Six Analytics, and Wasserman, to what I learned from attending conferences in 2017 (including [Geekwire's Sports Analytics event](#) in Seattle and Innovation Enterprises Sports Analytics conference in San Francisco), I'm overwhelmed with the pace at which sports tech has positively disrupted numerous facets of the industry, while questioning the commercial applicability of select advances...wondering how effectively the *analytics gurus* are communicating their advanced intel with the key decision-makers within their organizations.

- With the 2018 Winter Olympic Games approaching, my thoughts turn to both past and present:
  - o My roots. I grew up in tiny [Potsdam, NY](#), which is less than 110 miles from 2 of the most historic and iconic American accomplishments in Olympic history;
    - At the 1976 Summer Olympics in Montreal, the athlete then-known as [Bruce Jenner \(the now Caitlyn Jenner\) \(1\) won Olympic Gold in the decathlon](#), (2) was [adorned on Wheaties boxes](#) thereafter, and (3) arguably helped expedite the rate at which athletes in general translated their athletic successes into corporate endorsements.
    - Those games will also forever be remembered for the “Big Owe”, a sarcastic yet fitting name for [Olympic Stadium](#)...where I attended many [Montreal Expos](#) games as a little boy. Little did I realize then that the city of Montreal and province of Quebec [would require more than three decades to pay down the debt owed to construct the facility](#)...in what was one of the first examples of “white elephant” facilities which have plagued [numerous Olympic host cities ever since](#), leading recently to the I.O.C.'s adoption of [Agenda 2020](#) to help curtail egregious public financing of Olympic venues, while also building facilities with greater useful life and sustainability well after the Olympics have gone.
    - At the 1980 Winter Olympics in Lake Placid, a “[Miracle on Ice](#)” happened just weeks before my 10<sup>th</sup> birthday, when [American amateurs beat Russia's hockey pros](#) in an event deemed one of the greatest upsets in American sports history. Ironically, NHL players started competing in the

Olympics in 1998 to help generate higher television ratings to keep the value proposition high for Olympic sponsors, thereby making it impossible to ever recreate another American hockey miracle.

- Until 2018, that is, when NHL Commissioner Gary Bettman decided not to allow players to compete in the 2018 Winter Games in PyeongChang.
  
- [L.A. 2028](#)
  - While the work of Mayor Eric Garcetti, Casey Wasserman, and their entire bid team was monumental in influencing the I.O.C. [to select Los Angeles as host city for the 2028 Summer Games](#), and while I'm personally excited as a part-time L.A. resident to see Los Angeles receive the hosting nod, the local excitement was somewhat muted because we are still 10 years away from those Games.
  - And for anyone who followed this bid cycle, it potentially gives rise to a new day in how the I.O.C conducts business, as [they awarded 2 host cities \(Paris in 2024, L.A. in 2028\) in one cycle](#) for the first time ever...both for financial and political reasons.

*Sunday, February 25<sup>th</sup>, 2018*

While relaxing at home in St. Louis after just returning from a weekend trip to Boston, I once again reflect upon recent events in the sports industry:

- The 2018 Winter Olympics ended today;
  - At an [estimated total cost of \\$13 billion](#), the operation of the PyeongChang Games is considered a bargain, relative to the \$50 billion price tag associated with the 2014 Games in Sochi;
    - Is this cost-reduction evidence the I.O.C.'s *Agenda 2020* is already having a positive impact on the mindset/culture and operational efficiency of Olympic Host communities?

- Sean Miller's coaching career in collegiate athletics was shaken to its core
  - o News broke on Saturday, February 24<sup>th</sup> that Miller, the head men's basketball coach at the University of Arizona, was *allegedly* overheard during an FBI wiretap discussing a \$100,000 payment to prized recruit Deandre Ayton, who is now a freshman standout at Arizona.
    - Miller did not coach Arizona's Saturday night 2/24 game at Oregon
  - o This story came on the heels of a broader investigation – [published by Yahoo! Sports on Friday, February 23<sup>rd</sup>](#) – in which players from more than 20 Division I men's basketball programs were identified as possibly breaking NCAA rules through violations uncovered by the FBI's work.
    - All of which raises questions regarding whether the NCAA will pursue a new round of reforms to minimize the recurrence of these issues?
  - o While Miller returned to coaching after a one-game hiatus and went on to lead the Wildcats to the 2018 Pac 12 tournament title, their season came to a crashing halt with a 1<sup>st</sup> round upset loss in the NCAA tournament.
    - Interestingly, however, Coach Miller has not faced scrutiny since these media reports, so it appears his job is actually safe as of June 2018. Truly amazing, given the avalanche of negativity he fended off after the Yahoo Sports story went public.
  
- I returned home this morning from the [2018 Sloan Sports Analytics Conference](#) at MIT
  - o [3 central themes included](#):
    - The *diversity of analytics applications* in various spheres of the sports industry, from on-field performance, business intelligence at the team and league levels, improving marriages between sponsors and their team/league partners, and creating greater efficiencies in how athletes train and recuperate.
    - The importance of *utilizing existing data-collection tools and digitization to drive personalized marketing campaigns*.
    - The criticality of *transforming analytics insights into digestibly succinct communications* for decision makers to act upon.

- Failing to communicate key insights severely undermines any analytics gains or intel, so building communication skills is ***just as important*** as learning R or logistics regression.
  
- Yesterday, I visited Fenway Park for just the second time in my life...both times as part of a [Fenway Park Tour](#) (not an actual game).
  - The oldest park in Major League Baseball (built in 1912), they showed upgrades in the right-field seats which allowed for more lounge and standing viewing areas from which to watch the game, which made me think of a similar project currently afoot at Busch Stadium in St. Louis.
  - The Cardinals will open their [Budweiser Terrace section](#) in the right field upper deck in April when the season begins.
    - This area will include lounge seating in the concourse in front of high-def TVs and near full-service bars, while allowing others to stand and watch from multiple tiers.
  - Teams like the Cardinals, Red Sox, Nationals, and Braves have begun adopting these structural seating changes within their facilities in the ongoing effort to attract and cater to millennial fans (and younger) who want a more communal and social experience, rather than “just sitting” for 3+ hours to watch a game.
    - We at WashU are fortunate to have a great relationship with the Cardinals, evidenced by them working with our students in Spring 2018, as the students pitched marketing and promotional recommendations on how to attract millennials and younger fans to the Terrace.
  
- On the topic of millennials, and circling back to Day 1 of the MIT event from 2/23, [Alissa Lieppman](#), Senior Director of Club Digital Strategy for the NFL, presented an [interesting discussion on targeting millennials](#), with her key insights being:
  - When targeting millennials, you ***must always create or evoke an emotional response*** with every social post.
  - And you ***must engender a sense of community connection***, showing how teams are involved and doing positive things within their cities.

- While the MIT trip was enjoyable, it occurs during a time at which the sports world has recently witnessed horrific lapses of administrative oversight and leadership:
  - o First, Larry Nassar.
    - I fear [we've only begun](#) to scratch the surface on the depths of ineptitude and dismissiveness which occurred for decades both at Michigan State, U.S. Gymnastics, and the U.S. Olympic Committee, which enabled serial pedophile Nassar to allegedly abuse hundreds of young girls and women.
  - o Second, the Dallas Mavericks.
    - With an [alleged serial sexual harasser in a CEO post](#) for well over a decade, and with another male employee arrested at work for domestic violence, it is difficult to believe that one of the most hands-on owners in all of professional sports had absolutely no idea of his employees' behaviors, which created an unhealthy atmosphere within business operations wing of the Mavericks organization.

Monday, June 26th, 2018

It's the wee hours of the morning, and I'm [watching replays](#) of England's 6-1 thrashing of Panama in their second match at the 2018 World Cup...a result which is a painful reminder that Panama beat out the United States in CONCACAF qualifiers. Despite the lingering disappointment with that gargantuan setback, I'm buoyed with excitement stemming from [FIFA recently awarding the 2026 World Cup](#) to the United Bid authored jointly by the United States, Canada, and Mexico, where the U.S. will host 60 of 80 matches.

I'm watching these replays with my Sling membership on an iPad, which makes me feel young given that I'm exhibiting consumption tendencies akin to millennial and Gen Z fans...now that I've cut the cord while watching from a hand-held device. The topic of millennials and Gen Z consumers permeates all discussions across the sports industry these days, largely because the way in which they consume sports, engage with teams/brands, and experience their favorite sports facilities is considerably more digital and experiential than any generation before them.

Consequently, teams are making concerted efforts to cater to such fans. Sponsors are making concerted efforts to learn more about what makes this demographic tick in order to make their marketing efforts more likely to resonate. Facility designers have created more social gathering places for these groups to congregate. These examples just scratch the tip of the iceberg. Emphasis is being placed on being original and authentic with content, be experiential, target consumer emotions, and personalize the message whenever possible.

These younger fan demos were discussed frequently at two separate Sports Business Journal conferences I attended in June 2018. For example:

- *At SBJ's Brand Engagement and Content Summit in early June:*
  - o Research was cited discussing how millennials are *less trusting* of advertisements than older fans. Subsequently, any efforts to reach this group must be *authentic*;
  - o Among the traditional sports, soccer was discussed as a sport with greater upside because it is popular among millennials and Gen Z...in part because many played as a kid, in part because the time commitment for a full-match is less than 2 hours, and in part because the environment at matches (think local supporter groups chanting songs all game long) makes the experience festive and participatory;
  - o [Joao Chueiri](#) (VP-Consumer Connections, Anheuser-Busch InBev) talked about ABI's revamped approach to sponsorships in light of the preferences exhibited by younger demos, with 3 key themes from his presentation being (1) *Experiences* build meaningful brands, and thus, attempts to activate sponsorships and enhance brand affinity should be constructed accordingly, (2) There should be a movement away from traditional "signage and reach"...and more focus on "*engagement*", and (3) There should be a major focus on being "*culturally relevant*" in all messaging;
  - o More generally, in light of how millennials and Gen Z consumers place greater weight on having an experience when interacting with sports, it is crucial for brands and sponsors to create experiences which *touch upon their emotions* in some way (e.g. sense of belonging, sense of release), which will create strong

brand recall and loyalty. Consumers remember experiences much more than splashing corporate signage on a screen or facility;

- Given the change in viewing habits alluded to above, utilize digital and social media as a significant (if not predominant) portion of your marketing strategies. The 30-second commercial may not be dead, but is decaying.
- **At SBJ's Facilities, Franchises, and Ticketing Symposium in mid-June in Detroit:**
  - Stadium tours of the [brand new Little Caesars Arena](#) and the [recently renovated Ford Field](#) showcase more social meeting and standing locations throughout the concourse and other places within the facility...which was done specifically to cater to the young demos who have expressed their preference for a more interactive and free-roaming game-day experience;
  - Mobile ticketing is becoming increasingly prevalent for sports teams, which is largely a function of catering to millennials' and Gen Z's digital preferences. Congruently, companies like VenueNext are providing app services to assist all aspects of the game-day experience through one's mobile device in an effort to maximize consumer satisfaction and fan engagement.

On the millennial / Gen Z conversation, the collective takeaway from these SBJ conferences was to align one's strategic business decisions (e.g. method of distributing tickets, facility design elements, marketing campaigns) in a manner which is either digital, authentic, experiential, or all-of-the-above.

Given that leadership is a central theme throughout the book, it was apropos that I had a chance to attend interviews with both [Dan Gilbert](#) (owner of the Cleveland Cavaliers) and [Chris Illitch](#) (owner of the Detroit Tigers and Detroit Red Wings). Two great insights on leadership ensued:

- Regarding the importance of a company's corporate culture, Gilbert said, "If a company thinks they don't have a culture, that means they do...they have a bad culture."

- Regarding his keys to building a successful organization, Ilitch listed 3 pillars: (1) Find and hire great leaders to run operations, (2) Ensure great planning is undertaken, and (3) Hold people accountable.

I love Gilbert's comments on the importance of culture because they are consistent with insights on the importance of corporate culture offered by select contributors herein (Joe Lacob, Mike Bernstein, Kelly Cheeseman, Robyn Glaser, Tom Penn). And I love Ilitch's comments because it reinforces comments made by select contributors herein (Dan Flynn, Scott Radecic, Keith Bruce, Meg McWilliam) regarding the importance of planning and accountability.

Separately, given that *Strategic Business Operations* are another theme in the book, yet another significant and timely takeaway from SBJ's Detroit conference involved listening to [Rich McKay](#) (President and CEO of the Atlanta Falcons) present an overview of the first-year success of the Fan First Menu Pricing at Mercedes-Benz Stadium in Atlanta (home to both the NFL's Falcons and MLS's Atlanta United). To refresh your memory, these prices include (1) \$2 for a Coca-Cola in a refillable cup, (2) \$2 for either a hot dog, pretzel, or popcorn, (3) \$3 for either waffle fries, a pizza slice, or nachos with cheese, and (4) \$5 for either a Bud Light or a Cheeseburger.

While the team saw direct monetary benefits from this innovative approach to food and beverages (in the form of a [16% increase in fan spending](#) on F&B despite a 50% price reduction compared to their last season in the Georgia Dome), McKay identified 5 other tangential strategic benefits which were a by-product of the Fan First Pricing:

1. The Falcons ranked among the NFL's Top 3 in overall game-day experience rankings (something they never achieved when playing at the Georgia Dome);
2. The Falcons ranked second among all NFL teams in providing family-friendly entertainment;
3. The Falcons ranked first in the NFL in security screening, and second in Arrival Experience (where they had more than 6,000 more fans per game entering the stadium an hour earlier than in prior years);

4. Because fans were in the building earlier to take advantage of cheaper food and beverage, they spent more on merchandise. Specifically, merchandise sales were 90% higher in 2017 than they were in 2016...which is saying something, since the Falcons reached the Super Bowl at the end of the 2016-17 season;
5. Post-game event surveys revealed a strong intent to return for a future game, especially among families.

I'm sure sports fans across the globe would have ZERO problems paying less for food and beer at sporting events, but I'm not so sure teams will take the same leap of faith [Arthur Blank](#) took in setting the Fan First pricing at Mercedes-Benz. Thus, one of the sports business stories to watch in the coming years is to what extent other teams may adopt the Falcons' discounted pricing approach to F&B.

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Sports differ from any other business because of the raw emotion and engagement levels at play. Fans are passionately avid towards their favorite sport, their favorite teams, their favorite athletes, or their alma mater. This avidity, combined with a broader demand for dramatic live entertainment, is the driving force behind the entire sports business ecosystem. As we've seen above, however, the manner in which this fan avidity evolves and manifests itself is changing more rapidly today than ever before. This is due to technological advancements which have impacted how the coveted 18-35 year-old demos consume sports content, as well as changes in fan expectation levels of what they want from their game-day experience, their in-venue experience, and their preferences for what/when/how they consume content.

Because sports engender greater emotions and engagement levels than your average business, and as we consume sport differently due to technological advancements, all players within this ecosystem (sponsors, leagues, teams, universities, athletes, consulting agencies, media networks) are trying to tap into the hearts and minds of sports consumers (fans and corporations alike) to boost the lifetime value of the customer relationship, and do so in an authentically experiential way which leaves fans feeling like they just consumed a trusted personalized experience which enhances their desire for team or product engagement/activation.

Consequently, these dynamics shape:

- The design of facilities (in-house and surrounding structures);
- The strategy behind In-game sponsorship activations;
- Community relations strategies to attract young fans;
- The technology available to consumers at events;
- The ways companies use traditional and social media to influence consumer decisions;
- And so much more.

Simultaneously, the on-court / on-ice / on-field levels of competitiveness have never been higher.

This fact places stress upon:

- Athlete wellness;
  - o Are we training our players efficiently?
  - o Are we managing their training load effectively?
- Managerial integrity and effective leadership;
  - o Too often, senior team executives in pro sports and college athletics administrators look the other way or claim ignorance if it means preserving a competitive edge or avoiding public scrutiny.

As I considered all these themes, buzz words such as *leadership*, *innovation*, and *strategy* emerged. For example:

- What are the *necessary traits* to become a *successful leader*, or to build/run a successful franchise/organization? How do you consistently outperform competitors? How do you gain and maintain market traction and relevance? How do you build loyalty both internally with colleagues/staff and externally with fans/clients?
- In a world of rapidly-evolving technologies, how does one identify market-penetrating *innovations* which have a chance of being both profitable for the entrepreneur and enriching for the athlete and end-user?

- What *best practices* exist across various facets of the sports industry (from ticket pricing to experiential marketing to fan engagement) to ensure one consistently implements *strategies* which are true to your organization's brand/mission/objectives?

I certainly don't have all the answers, but to paraphrase Liam Neeson's patriarchal hero from the *Taken* series, what I do have is a [particular set of friends](#) who will collectively shed light upon these issues. And in the process, hopefully educate and entertain readers with a variety of colorful case examples and narratives germane to the business of sports.

Subsequently, this book offers a comprehensive insider's look at various facets of managerial decision-making and business operations across all levels of sport, as seen through the eyes of 50 different individuals who work in the sports industry. Topical areas typically covered in business schools – leadership, innovation, strategic marketing, entrepreneurship, management, sales, communications, analytics, finance - are all addressed in one way or another through a series of real-world examples shared by the contributors.

Structurally within the main body of the book, the 50 interviews are divided into 6 subgroups:

- (1) ***The Leaders*** (comprised of team or organization owners, presidents, and high-ranking executives);
- (2) ***The Learned*** (experienced industry professionals, many of whom are also high-ranking team or company executives);
- (3) ***The Youngsters*** (ascending sports business executives);
- (4) ***The Insightful*** (individuals who specialize in analytics and insights);
- (5) ***The Entrepreneurs*** (individuals who are involved with sports start-ups); and
- (6) ***The Collegians*** (individuals with expertise regarding the inner workings of intercollegiate athletics).

Before each interview, an intro page is provided which details:

- (i) the contributor's current title;
- (ii) how I know the person (which I've included to teach younger readers the importance of networking); and
- (iii) a summary of 2-3 key quotes/insights/takeaways from that interview.

Separately, for those who prefer to consume the content by business/management topic area, Appendix A offers a collection of selected excerpts from the interviews which pertain to these itemized subject areas. The 4 areas most commonly addressed throughout the book are:

- (1) Leadership
- (2) Innovation
- (3) Strategic Marketing / Brand Development, and
- (4) Strategic Business Planning.

The other 10 complementary themes addressed herein which play significant roles throughout the sports industry are:

- Analytics and Sport Science
- Business Operations and Finance
- Communications (including traditional and social media)
- Community Relations
- Corporate Culture
- Corporate Partnerships
- Entrepreneurships
- Event/Project Operations
- Facility Construction and Renovation Logistics, and
- Sales.

## ***B. Most Commonly Cited Leadership Traits***

Seeking greater insights into leadership is the most dominant theme throughout the book. As such, I wanted to offer this prelude into the most commonly cited leadership traits collectively mentioned by the contributors. Across 50 interviews, 58 comments were made pertaining to leadership. Of these, 13 traits stand out because they were each mentioned by more than one contributor.

1. Be honest and trustworthy
2. Have strong communication skills
3. Be a good listener with an inclusive decision-making process
4. Create a family atmosphere and collaborative culture within your organization
5. Leaders should acknowledge mistakes made, which can humanize them
6. Exhibit charisma and personality
7. Be client-focused, including collaborating with and servicing the client's needs
8. Embrace pressure, and remain calm in a crisis
9. Show empathy towards your team / staff
10. Demonstrate expertise and a proven track record
11. Lead by example and hard work
12. Provide the resources necessary to support your staff
13. Be transparent

The full list of leadership traits identified by the contributors is below.

<b><u>Leadership Traits</u></b>	<b>Frequency</b>	<b>Percentage</b>
Be Honest and Trustworthy	6	10.3%
Have strong communications skills	5	8.6%
Be a good listener with an Inclusive decision process	4	6.9%
Create family atmosphere / build a collaborative culture around your team	3	5.2%
Acknowledge mistakes - humanizing	2	3.4%
Exhibit Charisma and Personality	2	3.4%
Show Client focus, and Always collaborate with and serve client	2	3.4%
Embrace pressure / Remain Calm in Crisis	2	3.4%
Show Empathy towards your Team	2	3.4%
Demonstrate Expertise / Proven track record	2	3.4%
Lead by example and Hard work	2	3.4%
Provide support to staff	2	3.4%
Be transparent	2	3.4%
Be accountable	1	1.7%
Be authentic	1	1.7%
Be positive, fun, and upbeat	1	1.7%
Be willing to take risks	1	1.7%
Celebrate employee successes	1	1.7%
Connecting with people, personally and professionally	1	1.7%
Excel at Coordination	1	1.7%
Create culture of respect...not fear	1	1.7%
Strive to provide Direct and real-time feedback	1	1.7%
Possess Emotional intelligence	1	1.7%
Establish a creative environment	1	1.7%
Be Fair-minded	1	1.7%
Show Integrity	1	1.7%
Be Intellectually curious	1	1.7%
Know your own strengths and weaknesses	1	1.7%
Lead from Behind / Don't Micro-manage	1	1.7%
Lift as you rise...help raise others' game	1	1.7%
Making definitive decisions with confidence	1	1.7%
Realize different people require different motivations	1	1.7%
Work with purpose / Sense of urgency	1	1.7%
Stay disciplined and true to your core mission/culture	1	1.7%
<u>Exhibit structured thinking to problem solving</u>	<u>1</u>	<u>1.7%</u>
	58	100.0%