

Leadership

At Glenair, we tend to think carefully about big issues such as “Leadership,” both within our own organization and within our industry. Truly effective leadership can only occur in an environment based on total trust. Yet, we’re always amazed that so many organizations miss this key prerequisite.



Imagine we bring home a puppy. Our goal is to wind up with an engaged, contributing member of our household. But the first night, the poor thing sits quaking in the corner. How do we solve this problem? We create an environment of total trust by being kind, soft, and caring to create reassurance and security. We communicate well. We share our water and food. Above all, we’re consistent in our behavior. And, in due course, the puppy trots over and sits down by our side; the start of loyal friendship.

Yet, how do leaders in many organizations behave when they “bring home” a new employee or supplier? Are they kind, soft, and caring to create reassurance and security? Do they communicate well? Do they share their water and food? Are they consistent? Hardly! Instead, they “smack them with a rolled up newspaper” creating an environment of zero trust. And these leaders remain perplexed as to why suppliers and employees “quake in the corner” whenever they happen by.

Humans crave good leaders—whether in households, sports teams, businesses, societies or countries—who, like Atticus Finch in *To Kill A Mockingbird*, are trustworthy, strong, courageous, fair, loyal, sharing, and have a “winning” track record. Humans also know instinctively what constitutes a bad leader. Bad leaders are dishonest, two-faced, cowardly, selfish, and disloyal. To cite another film, what kind of leader was the Wicked Witch in *The Wizard of Oz*? Remember when Dorothy melted her, and the Winkies and flying monkeys all cheered? People not only try to avoid bad leaders, if stuck with one, we do our best to “do them in.” It’s really quite simple: given a choice, we will seek out good leaders and avoid bad ones.

The best leaders recognize “how the world really works” and align their behavior with it, seeking always to be trustworthy, strong, courageous, fair, loyal, sharing, and “winning.” They are never dishonest, two-faced, cowardly, selfish, or disloyal. Thankfully, our culture here at Glenair makes it easy to be a good leader. And while we appreciate our customers, suppliers and employees for their ongoing loyalty, we don’t take it for granted, and plan to keep earning it with good leadership and an atmosphere of total trust.

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QwikConnect is published quarterly by Glenair, Inc. and printed in the U.S.A. All rights reserved. © Copyright 2013 Glenair, Inc. A complete archive of past issues of QwikConnect is available on the Internet at www.glenair.com/qwikconnect

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