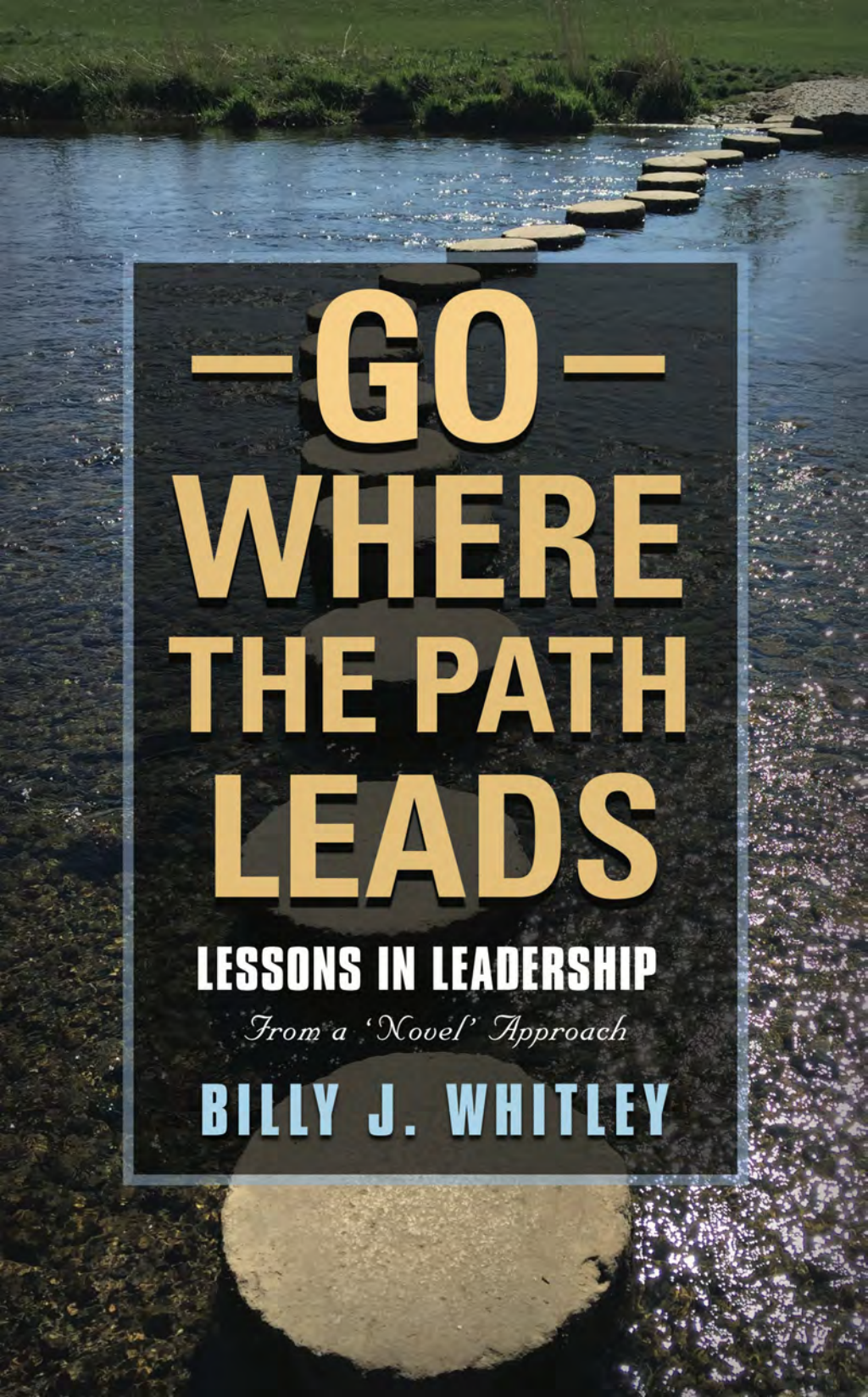


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By Billy J. Whitley, D.M.

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## CHAPTER 8

Most successful business leaders know the concept of the Three 'Ps' — People, Process, and Product. Those same leaders should know (many do not) that the first among equals in the equation is the People. An organization can have the finest products with production engineered with the best processes. Still, unless you have the right people, with the right training, who are dedicated, loyal to the brand and team, and supportive of the mission, you are destined to fail.

That is why Weeje and Tom had decided to focus on the people aspect in their training and consulting services. Things had worked out in such a manner that they had forgotten, or at least dropped the idea, of entering the 'spy on the competition' concept they originated back at the bar in San Antonio. They knew leadership and would focus on the importance of people in the organization. They argued there are three more 'Ps' that leaders at all levels must be aware of if they are to succeed. Patience, Preparation, and Participation are equally important aspects and where your employees can make or break your organization.

Patience- Successful leaders must have patience with their followers. *Follower* is the term Weeje and Tom preferred to use, rather than subordinates or workers. Subordinate, to them, had a negative context that

indicated the lower-level employees were less important and nothing could be farther from the truth. Leaders should also understand that their followers will make mistakes from time to time. Too often, a person will make a mistake and be reprimanded or even dismissed when so much more benefit would come by making it a learning opportunity.

**Preparation-** Preparation was one of Tom's main points to argue. A leader must always ensure the follower is prepared to take on not only the current task, but also be prepared to take the next step. A good leader will have one or two followers in the process of preparing to assume the position of the leader. Extra training, shadowing, boss-for-the-day, and delegation of tasks are all active steps a leader can take to prepare his or her followers for future success.

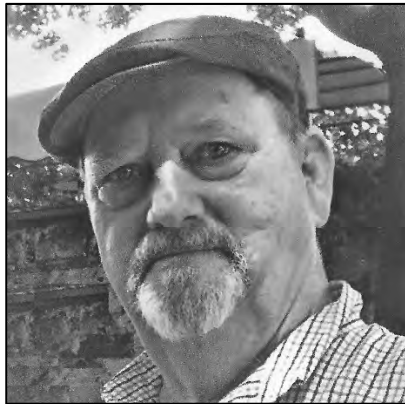
**Participation-** Likewise, a good leader never misses an opportunity to get followers involved in the operations side of the business. Nothing says 'I trust you' like bringing a few mid-level staff members into a budget meeting or to help review progress reports from another department. Being an active member of the team will help increase a follower's confidence in their abilities. That confidence, in turn, will result in a more engaged and productive employee.

Tom and Weeje's argument was if you are focusing on the three Ps of the business, People, Process, and Product while stressing the three 'People Ps', Patience,

Preparation, and Participation, everything else will fall in line on its own.

## The Author

Dr. Billy Jack Whitley earned a Doctor of Management (Organizational Leadership) from the University of Phoenix, graduating in 2019. He is a graduate of the U.S. Navy Senior Enlisted Academy (Class 109-Brown) and holds a Bachelor of Science degree from Regents College, and Master of Science degrees from the University of Arkansas and the National Defense Intelligence College. He is currently pursuing a Master of Jurisprudence from Texas A&M University School of Law.



A native Texan, he grew up on ranches and in the oil fields around his hometown. After graduating high school, he sought a career in the petroleum industry before deciding to enlist in the U.S. Navy, doing so in December of 1980. In August of 2008, after nearly 28 years of service, he retired from the Navy as a Master Chief Petty Officer (E9), the highest enlisted rank attainable.

The author is an avid traveler who has visited over 40 countries (and has lived in four), which provides him with ample background material and broad cultural experiences for inclusion in his novels. He has completed a triathlon, full marathon, half-marathon, and a run/swim biathlon. He is married with two adult children, four grandchildren and resides in Texas and Mexico.

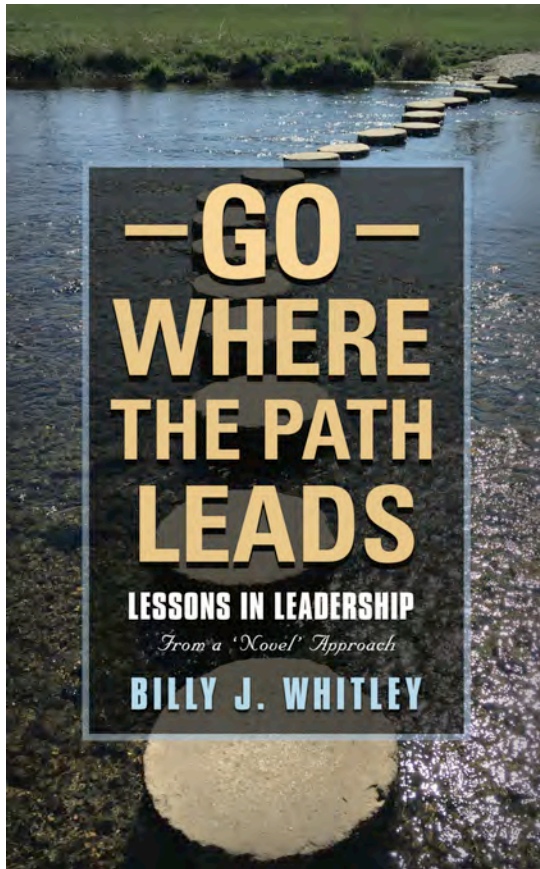


## Disclaimer

While this is a novel and the personalities, organizations, and events are from the author's imagination, the lessons on leadership are valid. Throughout the text, readers will find examples of good leadership and bad leadership. Effective leadership principles are woven through the storyline as the protagonists engage in their consulting and training programs.

With a few minor exceptions, the locations described in this book are actual sites the author has visited in his travels. The specificity of the locations may have changed, or they may have even ceased to exist over the years, but the personal insights provided in the descriptions are as accurate as memory can provide.

However, this is a work of fiction and the persons are totally fictitious. Any event described only happened in the dreams of the author as he traveled the roads (both and high and low) of life. Any resemblance to actual persons or events, living or deceased, or events is simply coincidental and should not be construed to reflect any actual occurrence or personality.



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