

From the desk of

*Randy Schuster*

KEEPING YOU AHEAD BY COORDINATING  
THE PIECES OF YOUR FINANCIAL PUZZLE



## Creating Magic

Lee Cockerell

**Do you want to be Good?  
or Do you want to be Excellent?**

What is the difference between achieving good results and excellent results? Effective leadership. According to Lee Cockerell in his book, *Creating Magic, 10 Common Sense Leadership Strategies from a Life at Disney*, effective leadership leads to employee excellence which in turn leads to customer satisfaction and finally to improved business results.

**Leadership > Employee Excellence > Customer Satisfaction > Business Results**

Cockerell, the former Executive Vice President of Operations at Walt Disney World Resort, came to Rochester recently to speak about his book for the Small Business Alliance's Headliner Event. Both at his presentation and in his book Cockerell shares his personal story of transformation from a feared, hard-nosed manager to an inclusive leader that is respected by his employees. A turning point in his career and outlook as a leader is shared in a story of his experience at Marriot:

*"When I was area vice president of food and beverage at Marriott, I flew to El Paso, Texas, to visit one of our hotels. To my surprise, the man I was supposed to meet with, the director of food and beverage was not present. His secretary said he was in the hospital. He'd gotten so stressed out because Lee Cockerell was coming that he'd fainted and fallen out of his chair! It was a low point in my life. Was I really that scary?"*

*Fortunately, the fellow recovered, and I had dinner with him the next night. He revealed that I had a reputation as a hard-nosed manager who left bodies in his wake. Shortly thereafter I learned why I'd been passed up for a promotion I'd been in line for: I was known for running roughshod over people"*



**Randy Schuster**

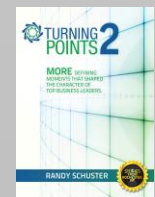
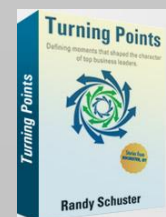
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Cockerell is quick to point out that leadership is not a “fluffy, feel good” theory, it is a “rational, muscular, no nonsense business strategy” that gives a business a competitive advantage that will last long beyond products and services which can be easily replicated.

Throughout the remainder of his book Cockerell shares his ten leadership strategies and works through each in a methodical way. He uses anecdotes from Disney and personal missteps to illustrate his points. Each strategy concludes with action steps for the reader to help them assess their individual situation.

**10 Key Leadership Strategies from Creating Magic:**

1. Remember, Everyone is important (R.A.V.E.: Respect, Appreciate and Value Everyone)
2. Break the Mold
3. Make Your People Your Brand
4. Create Magic Through Training (C.O.A.C.H.: Care, Observe, Act, Communicate, Help)
5. Eliminate Hassles
6. Learn the Truth (The 4 P's: People, Processes, Projects, Profit)
7. Burn the Free Fuel (A.R.E.: Appreciation, Recognition and Encouragement)
8. Stay Ahead of the Pack
9. Be Careful What you Say and Do
10. Develop Character

**As a final note**, the leadership strategies enumerated in *Creating Magic* are also the strategies taught at the Disney Institute for Leadership, which attracts over 100,000 individuals annually to its open enrollment classes. The Disney Institute is based on the philosophy that leadership can be learned and that anyone can exhibit leadership qualities regardless of titles, job descriptions or salary.

As Cockerell states, a leader does “what has to be done, when it has to be done, in the way it should be done, whether you like it or not, and whether they like it or not. [Like environmentalist] their responsibility is to create a sustainable business environment - calm, clear, crisp and clean with no pollution, no toxins, no waste - in which everyone flourishes.”

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