The Juggling Act

Balancing the Leadership of Work and Home

by Byron Weathersbee

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About the Author

Byron and Carla Weathersbee founded Legacy Family Ministries in 1995 in order to pass on Biblical principles from one generation to another through deepening the roots of students, leading marriage preparation classes, and organizing Family Camps. Currently they lead a 7-week marriage preparation course called *Countdown* each semester for engaged couples. Each year he and his wife Carla disciple college students as well as speak at various universities, high schools, and camps. Byron leads a weekly Bible Study for the Baylor Baseball Team. They have published articles on student ministry, family, and Christian recreation. Byron and Carla graduated from Baylor University. Byron has an MA from Southwestern Baptist Theological Seminary and is currently working on an Ed. D. from The Southern Baptist Theological Seminary.

They have served on church staff for 15 years.   Most recently they helped plant an innovative church, University Baptist Church in Waco, Texas, that ministers primarily to a new generation of college students. In June 1997, they began working full-time with Legacy.

His grandest feat is that he bungee jumped over the Guadeloupe River. Byron and Carla live in Waco, TX with their three children Bo (12), Brittney (10), and Casey (6). The thing they enjoy most is water & snow skiing with their family.

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Chapter 1

LEARNING TO JUGGLE

Introduction

Watching a clown juggle effectively is fascinating. It appears effortless, yet requires a great deal of timing, balance, and hard work. A foundational principle of juggling is to involve the balls in a pattern where no more than one ball is in each hand at a time.   In order to accomplish this, the juggler must maintain an awareness of each ball in the operation. Although it appears that a ball is neglectfully tossed out of the hand, the truth is that the ball is purposefully placed in order to participate in the cycle. The successful juggler has a plan and purpose for each ball in the rotation. Therefore, each ball is highly valued in the big picture.

Just like the circus clown, the American corporate executive is attempting to juggle various responsibilities in life such as work, spouse and children. This process will be curious to watch as the year 2000 begins. Since 95 percent of corporate executives are men, it is assumed that men are more often looked upon to be leaders (Truskie, 1990). Men are encouraged to provide leadership in the work place, community, and home. This can be quite challenging since there are a limited number of days in a week and man has

a limited amount of energy to give. With the high demands of the corporate world on executives and expectations to be effective fathers, how does one balance work and home in order to become effective leaders in both worlds.

The questions that have been produced over the past ten years have been a direct result of the Men's Movement. As this movement has gathered momentum, it has been seen as a fast approaching tidal wave radically changing our Western culture. There are thousands of men's groups in America due in part to movements like Promise Keepers. Christian men, as well as non-Christian men, are re-assessing the juggling act between work and family. A survey of over 500 baby boomer men found that 84 percent said that being a good father was a very important factor in their definition of success (Goldstein, 1996). According to a 1996 Gallup Poll, 90.3 percent of Americans agree that fathers make a unique contribution to their children's lives (Gallup Poll, 1996). If society has become aware of the importance of a father's involvement and 84 percent of men believe to become successful they must be good fathers, it is time to determine what factors of leadership can be applied in both the corporate work arena and at home.

Prior to entering the year 2000, it is important to evaluate the juggling act of men who are corporate executives and fathers. Is it possible for one to demonstrate effective leadership in corporate America and also manifest competent leadership as a father? Or will one area suffer if success is found in the other area?

Purpose of this Research

The problem exists in our culture; can one be effective in corporate leadership and as a father? This paper will attempt to compare and contrast effective corporate

leadership with leadership necessary to be a competent father. The research will focus on contributing factors of effective corporate leaders and a realistic view of how fathers are doing raising their children. In order to identify these contributing factors, a look at the traits, skills, and principles of leadership will be investigated. Then an examination of the father-child influence relationship will be studied. After sorting through the findings, this researcher wants to know what can be learned from one area of leadership that can be transferred to another.

Delimitation of the Study

Although this will be a critical assessment of leadership in the family and corporate world, it will not include extensive research of the same men in both worlds. This study will provide general guidelines regarding leadership from a corporate executive perspective, yet separate guidelines for fatherhood. Research is needed that discovers the practices and strategies of men who find themselves involved in a workplace culture that emphasizes work over family (Marsiglio, 1995). Although authoritative sources have been viewed, however, this paper is not intended to be a comprehensive study of such practices and strategies of work over family. The research approach taken is to critically reflect on leadership traits, skills, and principles and what can be applied for corporate executives to become better fathers.

Research Questions

What is a useable definition of leadership? What is Biblical leadership?

What traits can be defined that contribute to a corporate leader being effective? What skills? What principles?

How effective is the father-child influence relationship in our culture?

What does the Bible say about the role of a man, specifically a father?

Are there common denominators among the traits, skills, and principles of corporate leadership that can be applied to fathering? Are effective corporate leadership principles capable of being used in a father's leadership role?

Terminology

Before we go further, two terms must be defined in order to maintain an understanding of the direction of this research. Effective is clearly defined by Webster as that which produces a given effect; a cause. In this paper, the term will also indicate that the produced cause is positive and good. The definition that will be used regarding leadership is Joseph C. Rost extensive study that states leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes (Rost, 1993). This definition provides a necessary framework because, as a parent and as an executive, a relationship is being formed that is based on an influence relationship. This will require the leader and follower to actively pursue a transforming type of change. Because what has brought the leader and follower together is a non-coercive influence relationship that will reflect a common purpose. The key word is influence. A corporate executive is in the process of influencing the people within his business, and without question a father has entered this type of relationship with his child. Therefore, Rost's work will be the cornerstone of determining the factors involved in these two different influence relationships.

Chapter 2

JUGGLING CORPORATE LEADERSHIP

Any juggling act requires the use of multiple balls, pins, etc. A man is compelled to juggle work and family as he lives in an American culture. Corporate executives actually have multiple daily responsibilities that require dazzling leadership feats. For a man to maintain timing, balance, and hard work in juggling his corporate schedule, it is important to gain perspective from God's original design for leadership. Also, to master this complicated routine one must comprehend the traits, skills, and principles used of current effective corporate executives.

What does the Bible say about leadership?

The Bible says that God divinely calls one to lead in such a way that requires him to be prepared with skills that only a spiritually sensitive heart, deeply grounded in God's Word can lay hold of. Yet each Christian leader must be aware of the culture around him and remain committed to following Christ's model, which includes servanthood, stewardship, and shared power. The task of a Christian is to minister and model Christ's ways from within the body of Christ, the Church.

Therefore, Biblical principles of leadership begin with God as He created man and sovereignly leads man. As one studies the Old Testament, Abraham was chosen to be one of God's leaders in Genesis 12:1-3. Although he had no idea where he was headed, he knew and heard the voice of God. One can know God because He chooses to know us. Thus, Biblical leadership involves a Divine appointment that begins with God and moves from one man to many other men.

Leadership requires a time of preparation. In fact, Moses was taught the high price of leadership as he prepared for forty years in order to be a servant of God. This preparation brings about a heart that is sensitive to spiritual things.

II Chronicles 16:9 says, "The eyes of the Lord are searching the earth…" to find one who will carry it out. Thus leadership skill is involved in carrying out God's Divine plan and can be developed by an individual as God prepares them. Preparation took place for Joshua through knowing Scripture, Saul anointed David in I Samuel, and Daniel was a man of integrity. Every Old Testament character constantly prayed. Thus, knowing the Word of God, being anointed, becoming complete, and understanding how to pray are crucial to being an effective leader.

In the New Testament, Jesus displays a model of servant leadership through a gentle, compassionate, an humble approach to shared power in Matthew 11:25-30, 12:19-21. Jesus is the model of leadership. Ironically, even non-believers look to Jesus as a model of leadership. "He did not come to be served, but to serve and give His life a ransom for many." (Mark 10:45)

Peter, Paul, Timothy, and other New Testament characters demonstrated obedience, faithfulness, honesty, vision, and purpose as the church was established and grew into being with their leadership.

Therefore, God is faithfully working to accomplish His will. He is the creator of leadership for the purpose of influencing others to follow His purpose of real life change in this world. In order to view this from Rost definition, God is involved in an influence relationship with man and both God and man intend real changes that reflect their mutual purposes. It is God's desire to transform man by renewing the mind in a way

that keeps man from conforming to the culture around him (Romans 12:1-2). God has chosen to use man in this process. This writer believes the intent of leadership was for God to accomplish His plan and purposes. Yet, seldom the credit is given to God and often used by man for his own personal desires. Moreover, leadership is often used without God being involved or acknowledged.

What traits can be defined that contribute to a corporate leader being effective?

Henry Kissinger once said, "The task of the leader is to get his people from where they are to where they have not been." A common thread among executives is that they are successful in influencing people. But why is this? Some say it is due to natural born personality traits, Peter Drucker believes this can be learned, and others say it is a result of self-leadership.

Corporate leaders exhibit certain traits that make them unique. In a nationwide study conducted by Management Science and Development, a Pittsburgh based firm that specializes in executive development; they ask vice presidents of companies from The Corporate 1000 to describe their presidents' characteristics and behavioral traits. The reported traits of executive leaders portray them as hard hitting, goal-driven individuals who are energetic and have plenty of self-confidence. The most common trait was an extremely high energy level. This was followed closely by self-confidence that leads to assertiveness, achievement, and ambition. To a slightly lesser degree they are seen as aggressive, persistent, optimistic, dominant and socially alert. Most of the corporate execs lead by example. They model the behavior and actions they would like to see throughout their organization, and their behavior is consistent with their beliefs, values, and principles (Truskie, 1990; Booher and Watson, 1998; Watson, 1998).

Also, these leaders are willing to take risks, make quick decisions, and look for innovative ways of doing things. The leader of the future will also be one who learns how to follow and personally recognize individual and group accomplishment. It is fitting that a sense of humor rounds out the list (Hesselbein, Goldsmith, and Beckhard, 1996; Booher and Watson, 1998).

In his classic book Effective Executives, Peter Drucker believes leadership traits can be learned and should be developed (Drucker, 1966). Although some of the traits are more easily learned than others, one can put into practice any of the above listed traits. For example, such traits as being intelligent, trustworthy, determined, and sincere seem to come more natural or supernatural, yet Drucker is right in that something can be done about formulating these.

Being self-motivated is a major contributing factor as well. Richard Leider recommends that individuals must empower themselves. This encompasses personal purpose, values, vision, and courage. Self-leadership is the core of leadership (Leider, 1996). What chief executives, top managers, and team leaders have in common is that they are first able to lead themselves (Northouse, 1997).

It is safe to say individual traits are crucial to the make up and success of an executive. The character qualities listed are demonstrated daily in the work place. A great deal of energy is expended through long hours and hard work in order to accomplish the mission of organizations all over this country.

What skills can be defined that contribute to a corporate leader being effective?

The previously mentioned character traits of leaders show themselves by the skills leaders process. A visionary leader will learn to communicate and resolve conflict.

Part of this process is hearing what people have to say. The most neglected leadership strategy today is listening (Bennis and Nanus, 1985; Watson, 1998).

Leaders must be able to manage their time, prioritize, and make good decisions. Leaders will fail if they do not create, sell, motivate, and inspire the vision and mission of the organization. For this to happen, they must be action oriented, build team unity, and have interpersonal savvy. (Drucker, 1966; Bennis and Nanus, 1985; Watson, 1998).

Successful executives are seen to have strong analytical skills and strong conceptual skills. Their dominant strengths are in their ability to analyze and resolve complex problems and to think in the abstract, effectively dealing with ideas and concepts (Truskie, 1990; Watson, 1998). Obviously, these are directly related to the personal trait of intelligence.

Public speaking is another necessary skill. Company presidents are seen as very effective speakers who know how to prepare and deliver their message in a persuasive manner (Truskie, 1990).

Each of these skills can be learned and developed over time. Alvin Toffler said, "The illiterate of the future are not those who cannot read or write, but those who cannot learn, unlearn, and relearn." In fact, each of these skills must be learned, unlearned, and relearned constantly as one moves through life.

What principles can be defined that contribute to a corporate leader being effective?

Principles are the guiding values that incorporate the skills and traits of an individual. The Marine Corps' first guiding principle suggests that one know thyself and

seek self-improvement. From sorting through the factors of leadership among corporate executives, this writer believes this is an unwritten principle among executives as well.

Research indicates that the highest level of leadership effectiveness is achieved from those who strive to follow these principles:

- To have a commitment to know, understand, and stand for the vision.

- To learn to be comfortable with change and uncertainty.

- To share power.

- To acknowledge their limitations.

- To be willing to put the interest of the team ahead of personal ambition or self- interest.

- To value relationships over all else.

- To make sound and timely decisions.

- To communicate constantly which involves encouraging, listening, and critiquing.

- To demonstrate integrity, honesty, respect, and trust.

- To reduce doubt in themselves and their followers.

(Bennis and Nanus, 1985; Klopfenstein, 1989; Thome, 1993; Hesselbein, Goldsmith, and Beckhard, 1996; Booher and Watson, 1998).

These principles drive executives to empower and influence others. Typically a common goal is achieved as a result. When success is attained, more influential power is acquired. As more power is gained, the leader has the ability to persuade even more people. If accountability is not implemented into the structure, arrogance and egotism can move in and destroy the vision, company, and executive. Abraham Lincoln once said,

"Nearly all men can stand adversity, but if you want to test a man's character, give him power."

Therefore, principles, skills, and traits factor into a man achieving success in the work place. Many corporate executives are influencing relationships among leaders and followers who intend real changes that reflect their mutual purposes. This exhibition of leadership is masterfully lived out all over America daily. But it requires skillful juggling to pull it off.

Chapter 3

JUGGLING FAMILY LIFE AS A FATHER

Since there are a limited number of hours in a day, amounts of energy, and financial resources, a man has increased pressure as he attempts to juggle work and family life. Being a father has enough demands to require full time employment. In fact, there are huge expectations of how a father should act. The culture and conduct of fatherhood has changed dramatically toward the end of the century (LaRossa, 1988; Lamb, 1986; Pleck; 1987).

For three decades women have been getting their act together. After five generations of confusion, men are just beginning to define the juggling act much less demonstrates it efficiently. Therefore, a closer look at how men are doing in spending family time, balancing work with family, and understanding the Biblical leadership role of man will enhance the process of juggling work and family.

How effective is the father-child influence relationship in our culture?

In Steve Biddulph's book *Manhood*, his opening line states, "Most men don't have a life. Instead, we have just learned to pretend". If the male infant doesn't move from mother to father to mentor, he'll stay a kid pretending to be an adult, an empty, phony caricature of the man he could have been. Thus, society is disintegrating primarily because men are not initiating boys into manhood: women can't do that, however hard they try in the absence of their men. Boys in our society are horrendously under-fathered. They grow into phony men, who act out a role. In today's world little boys often just grow into *bigger* little boys (Biddulph, 1995).

The Father Time Deficit

The effects of under-fathered boys are just as evident in girls' lives. Therefore, in America we have created a generation that is in dire need of strong male leadership in the home. In 1965, parents on average spent approximately 30 hours a week with their kids. By 1985, parent-child interaction had dropped to just 17 hours a week (Mattox, 1991). Yet a 1990 survey by the Los Angeles Times found that 57 percent of all fathers and 55 percent of all mothers feel guilty about not spending enough time with their children (Smith & Sipchen, 1990). Men must learn to juggle work with the responsibility of fathering.

According to a 1992 Gallup poll, over 50 percent of all adults agreed that "fathers today spend less time with their children than their fathers did with them" (National Center for Fathering, 1992). In a study using a national probability sample of 1,250 fathers of school aged children, it was found that fathers eat only half of their breakfasts and dinners together with their children. In addition, fathers who had no father figure present when they were growing up were less likely to participate in activities with their own children than men who had father figures during their own childhood (Cooksey & Fondell, 1996). Preschool children watch an average of twenty-eight hours of television per week; teenagers watch an average of 21 hours of television per week. By contrast, teenagers spend only 35 minutes per week talking with their fathers (Bennett, 1994). Dads are too busy spending their most precious capital – their time and their energy – struggling to make monthly payments. Dads work long hours to barely keep up, and when they get home at the end of the day they are tired. The homes they are paying

for and the material stuff is not enjoyed. And the kids are left with Nintendo 64 and great looking clothes, but lacking in father time.

<div align="center">Father Involvement</div>

Children need their dad to be involved in their life. A study using a nationally representative sample of over 6,300 teenagers found that for the children in the sample, father involvement is associated with better quantitative and verbal skills, intellectual functioning, and overall academic achievement (Goldstein, 1982). Another study using a national probability sample of 1,250 fathers showed that children whose fathers share meals, spend leisure time with them, or help them with reading or homework do significantly better academically than those children whose fathers do not (Cooksey & Fondell, 1996). When both boys and girls are reared with engaged fathers they demonstrate a greater ability to take initiative and evidence self-control (Pruett, 1987). These studies link a sense of competence that comes from security, self-confidence, and personal development. Thus, many of the foundational traits of effective corporate leaders begin with the early development of childhood in which fathers play such a vital role.

Another interesting discovery is that in a survey of 98 female and 88 male students in grades 6 to 8, researchers found that self-image was dependent on how loving the children's fathers were toward their wives (Parish & Necessary, 1994). This helps one to realize that not only is interaction with the child important, but interaction with spouse. Thus, all of family relationships are intertwined. As the men's movement grows, men are becoming more aware of necessary changes in this area.

Although the participation in child rearing responsibilities has been relatively slow to change even though it is reported men are doing more at home (LaRossa, 1988; Lamb, Peck, & Levine, 1985; Thompson & Walker, 1989; Pleck, 1993). One of the major reasons for such a slow change is the lack of role models in our society (Palkovitz, 1984). In a culture where role models are needed, effective leadership must be incorporated into family life from American fathers.

Father-Work Conflict

The juggling act for men is trying to keep being a father balanced with the demands of work. Most men find themselves inconsistent about their actual work and father role identities. Pleck (1993), Levine and Wilson (1993) have observed that fathers find themselves emphasizing a strong commitment to work/career while at the same time are attempting to honor their commitment as a father. If a father feels his primary responsibility is to be the financial provider over his responsibility of father-child interaction, then he will view work much differently. Although each may be committed to being a father, they see their primary role as being different. Having a strong commitment to work does not necessarily mean that men will not have a strong commitment to their children. (Marsiglio, 1995; Hyde, Essex, and Horton, 1993) Although, this is a tough balance to strike for most American men. It is essential that men look to Divine guidance for wisdom on juggling family and work.

What does the Bible say about the role of a man, specifically a father?

In our 21st century search for leadership among men, God has already laid a basic juggling manual in our hands. In order to gain wisdom and insight on how to live life, one must turn to Biblical principles for this Divine guidance. It is important to

understand that Biblical roles are different from daily responsibilities. Biblical roles are foundational for all men. Responsibilities are daily tasks that can be accomplished by anyone, such as taking out the trash, paying bills, or cooking. Once we understand our roles, assigning daily tasks, responsibilities, becomes secondary.

God's Principles for Men

God has given us principles to provide and protect us as we live life on this earth. Men play a crucial leadership role in God's plan. It is necessary for man to know God's principles of living out his core role, loving his wife and children, working as a provider, and bringing his household under control.

A Man's Core Role is the Head

God in Genesis 1 and 2 created man. As God saw Adam's need for companionship, God made a helper suitable for Him. In Genesis 2:18-25, man was given the role of ruling over all that God had created. This meant to govern; to bear the responsibility. It implied functional order and had nothing to do with status. In I Corinthians 11:3, the Bible states that man is to be the head of woman, and Christ is to be the head of man. Therefore, man was created to be the head. In other words, "head" referring to the part most readily taken hold of. This writer would interpret that man being the pointman or frontrunner would move out looking for ways to protect and provide for his family and community.

A Man's Core Role as Father

One means the core role of headship is lived out is through the role of being father. The Greek word, pater, which is our English translation for father, comes from a root signifying "a nourisher, protector, upholder." The adjective, patroparadotos, comes

from the same root, pater, but would describe "to hand down." Thus a father should be a nourisher, protector, upholder that hands down traits, skills and principles for life.

Psalms 78:3-8 says, "What we have heard and known, what our fathers have told us. We will not hide them from their children; we will tell the next generation the praiseworthy deeds of the LORD, his power, and the wonders he has done. So the next generation would know them, even the children yet to be born, and they in turn would tell their children. Then they would put their trust in God and would not forget his deeds but would keep his commands."

A father has an obligation to instruct his children in understanding the Truth of Scripture and history. As this is done, each generation will put trust in God through faith and understanding of Jesus Christ. As leaders of the home, fathers must assume this role.

Man is to Love His Wife and Children

Ephesians 5:23 says the role of leadership is the husband's. As a husband, he is to lead his wife and children not as a dictator, but as a servant. This servanthood results from allowing God to be Lord of one's life. A man is to love his wife (Colossians 3:19; I Peter 3:7). This kind of love is based upon a commitment of the will, not just a passing feeling. God enables husbands to love their wives with an attitude of unconditional acceptance based on her worth as God's gift, not on her performance. Since humans are selfish by nature, this kind of love is hard to live out consistently. But the power and love of Christ both compel and empower mankind to love each other this way. The husband's role to lead, love, and care for his wife is not an easy tasks; it requires daily dying to self. Yet, the benefits far outweigh the costs.

Work as a Provider

Man was created to work. One of his primary tasks in the Garden of Eden was to "till [work] the ground" (Genesis 2:5). Although work was ordained by God is a blessing, it became a curse as a result of the fall (Genesis 3:17-19). Man would now have to work for his food and much of his produce would be frustration. The Book of Ecclesiastes teaches that work, no matter how noble and diligently pursued, is rendered meaningless in a world cursed at the fall (Ecclesiastes 4:4). Work in a fallen world is frequently reduced to exploitation and oppression.

Nevertheless, through redemption, work finds meaning. God ordained that six days be spent in work with one day of rest (Exodus 20:9). Much of the Wisdom Literature of the Old Testament praises hard work (Proverbs 14:23; 31:27), while it condemns and ridicules laziness (Proverbs 6:6-11; 21:25). The same attitude is found in the New Testament. Paul and his associates worked (1 Corinthians 4:12; 9:6), and they expected other believers to work and provide for their families (I Timothy 5:8; 2 Thessalonians 3:10).

Household under Control

God has given us the responsibility to provide headship to our children. This requires order and freedom from frustration. A qualified leader of the church must manage his household well (I Timothy 4:3). The terms we often use is rule or manage, yet the Greek root is "to stand in front." Keeping the same thought as previously written on the core role of man as the head, he must stand in front as a pointman well. Always looking out for the best interest of his household.

Ephesians 6:4 indicates that a man is to tutor, educate or train with disciplinary correction his children so as to call attention to the Lord. The key is for a man to provide

leadership to his household where children can be nurtured in a way that they develop to their full potential.

Being a good leader involves managing the home, creating an environment where each member can achieve his or her maximum potential. One can not cultivate this type of environment if he is rarely at home. There is great pressure for a man to spend long and demanding hours in his career only to give the "leftovers" to his family. While it is important to do a job well, nothing is gained if a man climbs to the top of the corporate ladder but loses his family along the way. Surely, God wants men to be successful in their job, but God is even more interested in how much men are serving and loving their wife and children. So leading a family is an important role for a male.

CHAPTER 4

ATTEMPT TO BRING PERSPECTIVE TO THIS JUGGLING ACT OF WORK AND FAMILY

If Steve Biddulph is right and men do not have a life, they are just pretending, then churches, para-churches, and other organizations need to help men discover who they are and what they are to be about regarding their purpose. In addition, if Peter Drucker is correct in that effective leadership can be learned, then an all out mission should be launched to educate men how to be effective leaders at work and at home. One would assume that the same effective traits, skills, and principles used in corporate America could be translated into parenting traits, skills, and principles. As has been stated, the problem is lack of role modeling from generation to generation.

As a new generation approaches the year 2000, this writer believes it is imperative to invest as much energy and hard work into fathers as we have into training and developing corporate leaders. Corporate America is in the best shape it has been in decades. However, the family is struggling yet moving in the right direction. The breakdown of the home has had much to do with lack of father involvement. Fathers have been so busy concentrating on one juggling pin, work, that they have bobbled and often dropped the family pin.

In order to bring perspective to this juggling act of work and family, one must evaluate the research that has been done on executive leadership and fatherhood. Can something be learned from looking at the influence relationships involved in corporate leadership and apply those to fatherhood? This writer believes that several common

denominators discovered from executives can be applied to fathering. Also, various basic corporate leadership principles should be considered to help educated men in their role as fathers.

Common Denominators of Corporate Leadership that Can Be Applied to Fathering

One can look back at the traits of men that are successful in the corporate world and apply them to fathering. These traits can be taught. The church and community education programs must implement ways to improve a father's energy level, modeling of proper behavior, innovative approach for raising their children, trustworthiness, and sense of humor. These five traits will help develop healthy and productive children as they mature toward adulthood. Thus, a focus of education should be given to the following:

- Increasing the energy level
- Modeling behavior
- Becoming innovative fathers
- Becoming trustworthy dads
- Developing or using a sense of humor

Effective Corporate Leadership Skills Capable of Being Used in Fatherhood

If men utilized skills that are effective in the corporate world to lead their households with the best interest of all the members in mind, our culture would be transformed. Although caution needs to be made that households require much more love and commitment than the office. Accordingly, the following skills need to become foundational in the education of fathers:

- Communication/Listening
- Conflict Resolution
- Interpersonal Savvy
- Empowering a Vision
- Time Management

Corporate Leadership Principles to be Considered in the Education of Men

Just as traits and skills can be applied to the education process of helping men get their act together, the following corporate leadership principles would greatly assist fathering:

- Gaining a vision.
- Sharing power.
- Willing to put the interest of the team ahead of self.
- Valuing relationships.

Conclusion

One can be effective in corporate leadership and as a father. In fact, the traits, skills, and principles should enhance both endeavors. Fathers are seeing a need to develop a balance. The problem is this is new since it has not been adequately modeled. Men desire to be good fathers. Our society needs men to provide leadership at work and in the home. Since there are a limited number of hours, we must find a compromising balance at work in order to focus on the weak area, family. Just as the successful juggler has a plan and purpose for each ball in the rotation, men must discover the big picture of work and family life.

Instead of neglectfully tossing out one ball (family) in order to toss and catch the other (work), it makes sense to purposefully place each area into a pattern of life with a keen awareness of both in the process. Just as the juggler effortlessly maintains timing, balance, and hard work, men must develop a similar pattern that is successful. This will be fascinating to watch as men get their act together.

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