


BREAKTHROUGH LEADERSHIP:

*Lessons on Dream Team Coaching from
Dr. John Maxwell and Governor Josefina M. Dela Cruz*

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RUNNING A BUREAUCRACY
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We have heard of organizations breaking through traditions of excellence and on to uncharted levels of efficiency and productivity. The ascent to “dream team” status has become the hallmark of today’s organizational development industry because it catapults people of all pursuits and occupations to the heights of professionalism and achievement.

Consistently observed among dream team organizations is the presence of people who have risen to the status of mentors and coaches—the guides and leaders who ensure that both individual and team goals are met. They are all around us, in both the private and public sectors, reminding us of a very important lesson in teamwork— “a team is only as good as its coach” (Maxwell1995). Behind every dream team is a dream team coach.

Men throughout history stand witness to the significance of effective leadership through coaching. These are men who understand that happiness and enthusiasm at the workplace are deliberately engaged to influence productivity and accomplishment and lead otherwise “regular” teams to extraordinary breakthroughs.

Collective Genius and Loyalty

Dr. John C. Maxwell, life coach and management expert, tells of the late Walter B. Wriston, revered builder of the Citicorp-Citigroup empire, who said that “the person who figures out how to harness the collective genius of the people in his organization is going to blow the competition away!”

A great leader in Wriston’s book is one who possesses the ability to harness the cooperative mind of his team members and who knows how to select, motivate, and empower people. Indeed, it takes a keen understanding of people’s competencies, work ethic, and potential to be able to grow and develop the organization into a powerhouse of enthusiasm, motivation, inspiration, and productivity.

In a complementing light, cited Maxwell, American author and diplomat Charles Francis talks about what is required of a leader to be able to lead his team to success. Francis said that “you can buy a man’s time, you can even buy his physical presence at a given place, but you cannot buy enthusiasm... you cannot buy loyalty... you cannot buy the devotion of hearts, minds, or souls. You must earn these.”

Wriston and Francis could very well be referring to the realm of Philippine politics and public administration, where the search for greater efficiency and good governance practices is a perpetual challenge. As public administrators, we are constantly challenged to be dream team coaches ourselves, to rise above what is traditional and break out of the box, so to speak, in terms of guiding and leading our own people to higher levels of competency.

Maxwell’s Dream Team Coach and Gov. Josie’s Legacy

Maxwell talks about the 10 qualities of a dream team coach. These qualities, he said, are critical in earning the respect and loyalty of the team and will motivate and empower the organization to play as a real dream team plays.



I am presenting Maxwell’s 10 dream team coach qualities against the backdrop of my own experiences working with a young, energetic, and legendary local public official who braved the most challenging fronts of the public service in her search for true excellence and “dream team”

status. In the process, she proved herself to be one of the country’s innovative local chief executives, a real dream team coach to the provincial bureaucracy of Bulacan. She is former Governor Josefina Mendoza- Dela Cruz. Gov. Josie is the political counterpart of a career executive who made it to the top of her game by excelling at every step. Her political career spans 21 years. She was elected number one and youngest councilor of Bocaue at the age of 21, became vice mayor of Bocaue at 23, was elected the youngest Board member of the province of Bulacan in 1988 at the age of 29, and became the first woman to be elected vice governor of Bulacan in 1992. She was



reelected vice governor of Bulacan in May 1995 and finally assumed the governorship on February 9, 1998. She was elected as the first lady governor of Bulacan on May 11, 1998, with an astounding 345,000 votes. On May 14, 2000, she was reelected to her second term as governor, garnering an overwhelming 95 percent of the votes cast. She convincingly won again for her final term in 2004.

She can now be justly proud of her 21 years of experience in local governance, backed by solid educational background in Management Engineering (Cum Laude, Ateneo de Manila University, 1980) and Psychology (Magna Cum Laude, Ateneo de Manila University, 1981).

Driven to continuing excellence by her strong faith in the Bulakeño, she instituted major reforms and virtually reinvented local government service, introduced and enhanced a culture of excellence, declared reforms in the provincial government bureaucracy among her top priorities, and equipped the provincial government with tools of development in a burgeoning digital world.

Gov. Josie's legacy to the provincial bureaucracy is more than sterling public service. It is genuine, institutionalized breakthrough leadership that has raised the bar of performance for all public servants regardless of rank or position.

To lend credence and testimony to the subject of Gov. Josie's legacy of dream team coaching in this section, I have included random notes from esteemed colleagues in the provincial government and friends who, in one way or another, were part of Gov. Dela Cruz's crusade to reinvent public service and institutionalize genuine breakthrough leadership.

QUALITY 1: A dream team coach chooses his players well

“How you select people is more important than how you manage them once they're on the job. If you start with the right people, you won't have the problem later on. If you hire the wrong people, for whatever reason, you're in serious trouble and all the revolutionary management techniques in the world won't bail you out,” Maxwell quotes mythical NBA coach Red Auerbach in referring to the first dream team coach quality.

Maxwell says that a dream team coach wants the people close to him to:

Know his heart. This takes time for both of us, and desire on your part.
Be loyal to him. They are an extension of me and my work.
Be trustworthy. They must not abuse authority, power, or confidences.
Be discerning. They make decisions for me.
Have a servant's heart. They carry a heavy load because of my demands.
Be a good thinker. Our two heads are better than my one.
Be a finisher. They take authority and carry out the vision.
Have a heart for God. My heart for God is my driving force in life.



Gov. Josie always said that the greatest asset in our organization is its people. She always had a knack for getting the services of the right people and keeping these people around her and the organization. These people are not only the best of the best in their respective fields of expertise. They share the heart and passion for excellence and public service of Gov. Josie.

I have always considered my “reappointment” as administrator of the province under Gov. Josie, after Gov. Obet Pagdanganan vacated his post, as her statement of confidence in my proven capacity to be a team player.

As a Board member and later on as vice governor, Gov. Josie was already the apprentice governor of Bulacan. She was already well-versed in the nitty-gritty of the job long before she became the governor. When she was finally elected, she immediately proceeded with effecting the changes she thought necessary. There was no wasted time learning the ropes of the new job.

Her apprenticeship proved to be good for me also because it gave us the chance to work together and know each other well. I learned her style and she learned mine. So when the decision on who will be the administrator of her administration was made, all indicators pointed to me. No amount of opposition from her own political core group dissuaded her from appointing me.

ARLENE G. PASCUAL

Provincial Planning & Development
Coordinator



Gov. Josie tests people without really making it obvious. She tests people's level of intellect and discernment by listening to opinions and suggestions. She gauges people's ability to follow instructions as she is very consistent with her policies. We have seen firsthand how, as a politician, she has earned people's loyalty.

QUALITY 2: A dream team coach constantly communicates the game plan

Maxwell stresses “interactive communication” between the team leader and his people. It is not a one-way, top-to-bottom kind of communication where the Boss discusses the game plan and leaves the players to their own devices.

Interactive means that feedback, sharing and even the intimation of the emotional nuances of the game is encouraged within the team. In ensuring results, the coach takes time to individualize the context and meaning of the game plan according to the perceived levels of understanding and appreciation of each team member. This way, the coach ensures that a common understanding of what is at stake and the ways to achieve the goals are shared.



Gov. Josie is a very good communicator and is known for her skills in extemporaneous public address. In her own special way, she can synthesize and simplify complex concepts that are easy to understand and remember. In one sitting, she can articulate the province's strategies for multifarious concerns.

In meetings that the Governor herself facilitates, you can see her managing the discussions, balancing the influx of suggestions, and making sure that the talks do not divert from the game plan. The result: a game plan that everybody in the team can call his own. In one-on-one consultations with her, you will immediately feel when to and when not to voice your own opinions on issues. Most of the time, however, you feel prodded and encouraged to state your view of things.



DRA. MARIETTA KATIPUNAN
Chief of Hospital

“Some visitors were amazed when an ordinary employee was able to recite the vision of the province. That was proof enough of Gov. Josie’s innate ability to communicate our development agenda...and make it stick.”

QUALITY 3: A dream team coach takes time to huddle

Maxwell says that a dream team coach realizes that he should spend quality time with his team, not only to consult but more importantly to provide focus, an avenue for information sharing, an opportunity for personnel changes or player substitutions, a chance to consider a change of strategies and to rest or take temporary respite.

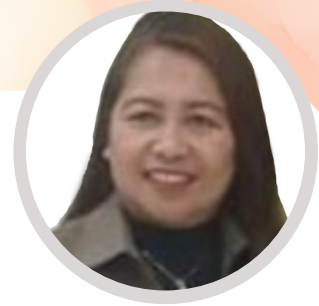
Take huddle time as a chance to revisit the strategic design of the game plan. This is an opportunity to engage the creativity of all members of the team and encourage team initiative in solving problems, overcoming obstacles and supporting each other.

As a leader, you are expected to be the constant, unswerving source of focus. You must let them realize time and again what is important by being consistent with your vision.

Lastly, make “huddle time” an opportunity to rest or take temporary respite from the long battle with your team. There is nothing wrong with rest and recreation, especially when your team deserves a little break and needs to reenergize. Enjoy it with them and reinforce the spirit of friendship, partnership, and unity in vision that binds you as a team.



She made a family out of her people in the provincial government. When she experienced something new, worthwhile, and enjoyable, she wanted us, the department heads, to experience the same. A number of bonding activities through local and foreign trips were done every year to bring us closer as a team.



DRA. JOY GOMEZ
Chief of Public Health

Our meetings with the Governor were always occasions for reinforcing an idea. It is her time to be heard and to listen. One of her greatest strengths is listening. There are no small ideas for her. When we meet, it's family meeting and bonding. Here she nurtures and reprimands. She is lavish with care as well as with criticism. She remembers each one's uniqueness.



DR. HOMOBONO A. SORIANO
Chief of Hospital, EGPMDH

Governor Josie has been bestowed with many awards and praises but she knows how to achieve SUCCESS with her team. She believes that "alone we can do so little but together we can do much." We know that after every award, we will be called in and a celebration will follow. She will simply say, "I would not have received this award if you're not doing well also." How inspiring indeed these words are.

QUALITY 4: A dream team coach knows what his players prefer

Good coaches know what their people prefer, and they use that knowledge to attain the team's and the individual player's goals.

Maxwell tells a story about a Kansas-based training organization that asked employees to rank their workplace wants in order of importance. The responses showed that employees place the highest value on: (1) being appreciated for a job well done, (2) a feeling that they are "in" on things, and (3) management being able to understand their personal problems.

Though the responses give us a peek at ordinary employees' basic predispositions to ideal work relationships, juxtaposing them with responses of supervisors to the same query showed a revealing contrast. When these results were compared with the things supervisors thought employees would value, supervisors ranked these three items eighth, tenth, and ninth.



Gov. Josie knew her flock very well and to the smallest, most intricate detail. Believe it or not, she knew all of the department heads' birthstones, Lacoste sizes, favorite colors, and bag size preferences. She was a master shopper even on the Internet. That was because giving gifts and *pasalubong* (tokens) was second skin to her. One may reason out that her family's wealth behooved her to be generous. But I know of a lot of rich people so lacking in the generosity that is such a natural part of Gov. Josie's heart. On a number of occasions, I was with her in travels abroad. Shopping and hauling gifts and goods were no easy tasks. But she just didn't mind. She got so much satisfaction out of making other people happy through her gifts and *pasalubong*.

A department head with a family problem did not have to wave the SOS flag. She offered help once she learned about it.

ELIZABETH ALONZO

Provincial Youth, Sports, Employment,
Arts & Culture Officer



Governor Josie is not only a boss, but also a friend. She is very thoughtful as everyone in the capitol will attest. Because of her thoughtfulness, as expressed in giving gifts (which she personally handpicks) during special occasions like birthdays and Christmas, she has a special place in the hearts of department heads down to the lowest-ranked employees.



CYNTHIA P. ABIOL

Provincial Human Resource &
Management Officer

I often wondered how she knew that like pastel colors. Every little thing she gave me complemented each other - a scarf, perfume, jewelry. As if she had me in mind. And this is true with others. She has that great memory, she knew what you want. The color, the design, even the sizes of shoes and shirts. She invested a lot of time in these. I have a feeling she was sharing herself and she really wants us to “enjoy” what she gives.

QUALITY 5: A dream team coach excels in problem solving

According to Maxwell, successful coaches never have perfection as their goal. Problems will always occur. Coaches welcome them because problems almost always create opportunities to learn, grow, and improve.

The challenge to those who aspire to coach a dream team is to be leaders who are good problem solvers and good teachers.

To do so, they must accomplish four things: (1) They must anticipate problems before they occur. (2) They must maintain a positive attitude while they occur. (3) They must use all their resources to solve them as quickly as possible so they cease to occur. Finally, (4) they must learn from them so the same problems do not occur again.



Gov. Josie was always several steps ahead of her adversaries. She moved heaven and earth if necessary to solve a problem at hand. I have always respected the wisdom of Gov. Josie’s decisions. In many cases, she was right. In a number of instances that her decision appeared to be not the best option, she would eventually accede and make adjustments or simply allow for the suggestion

of another person to be considered. Gov. Josie was very intuitive and very well-equipped in combining her intuition with logic to make excellent decisions.

She was a strong-willed woman who had been through a lot of storms in her life, trials that would have put a lesser woman down and made her bitter. But she would always stand up again, better and not bitter. I was witness to how she remained focused amidst many storms. Despite some personal tragedies and a fair share of mistakes, she never faltered in her faith in the Lord. In so many trials, she always referred to Divine Providence. She always sought enlightenment from her spiritual advisers, friends, and priests and pastors.

In one of the lowest points in her life, she said, “I have had shortcomings and offenses against my family and loved ones. But when I come to face my God one day, I would like to be able to say confidently to Him that I did everything I could to live out my responsibility as a mother to my province.”

Gov. Josie’s faith that there is a solution and a way to step up to the challenge of a problem was contagious. Her humanity only made her even more beloved and respected by her peers and followers.



SIS. EVA FAJARDO

Chairperson, Panlalawigan Komisyon
Para sa Kababaihan ng Bulacan

Gov. Josie is an excellent problem solver. I heard her say, “Kung di kayang ma-solve ng isip ang problema, kailangan ay puso naman ang gamitin (If the mind cannot solve it, let the heart take over).” I am reminded of King Solomon who displayed much wisdom in his reign that people from all walks of life consulted him because he was very discerning. I saw this Solomonic quality in Governor Josie’s administration. When you consult her on issues, you’ll leave with clarity of mind and heart if not wit



SEC. ALICIA JAVIER

Provincial Secretary to the
Sangguniang Panlalawigan

Gov. Josie is always 10 steps ahead in whatever she does. That's why everything is always in place to anticipate the unexpected. She presents all options wherein all possible outcomes are presented. You get to choose from among all these options.

QUALITY 6: A dream team coach provides the support needed for success

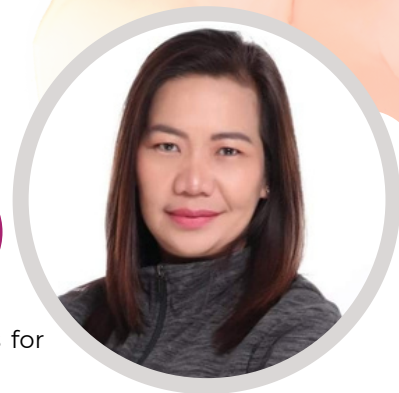
Maxwell stresses “facilitative coaching” that creates an environment of support for team members, as opposed to dictatorial coaching that undermines cooperation and collaboration. The more involved the players and coaches are, the more successful the team. Total control of the coach, even if he is somehow able to achieve results, is never as effective as group effort.

Facilitation also provides for a team culture that is highly affirmative. In an environment of encouragement, people thrive and potentials are released tenfold. Great coaches also give their people plenty of affirmation. There isn't a player in the world who doesn't respond to it, says Maxwell.



Affirmation is probably the greatest gift the Governor could give her department heads. As an extension of the chief executive, we are expected by people to be trusted. This is not easy in a highly political setting where everything the Governor says and does is interpreted literally or sometimes twisted to serve personal or professional interests. Thus, it is more than trust but a constant affirmation of that trust in the public eye and psyche that is the most significant show of support to our positions.

Gov. Josie's affirming attitude and generosity in showing other people that she trusts and count on her department heads is highly appreciated.



ROWENA J. TIONGSON

Provincial Social Welfare and
Development Officer

Since Gov. Josie is very clear on her priorities for the province, it was not difficult to ask support from her. One of our big projects, Medicare Para sa Masa, entailed a big budget requirement. Funding is not a problem to her so long as the project is laudable.

She made sure I have a full understanding and appreciation of what she wants to happen. *“Nais kong maramdaman ng mga Bulakeño ang pagkalinga ng mga lider na kanilang iniluklok sa Kapitolyo sa pamamagitan ng programang tutugon sa kanilang pangangailangan sa oras ng kagipitan.”*



MA. GLORIA SF. CARILLO

Provincial Agriculturist

There was a time when Gov. Josie spoke in one of our staff meetings and told my people, “Follow Gigi and you follow me. Go against her and you go against me.” She also said that I am her extension in the office and assured my staff that she knows and approves of the direction I am taking that is good for the office and the sector.

When we get recognized or awarded, Gov. Josie would always be the first to greet me, saying, “You’re doing it right. Keep it up.”

QUALITY 7: A dream team coach commands the respect of the players

Our folks got it right when they said, “Respect must be earned over time.” There simply are no shortcuts. Maxwell proposes a consistent embodiment of the basic attributes of trustworthiness, caring, and the ability to make hard decisions to earn respect.

The Issue of Trust

In corporate America, management experts point to a rising trend of promise-based leadership in million-dollar companies. The trend means that more and more organizations are returning to the basic values of trustworthiness and honesty and using these values to develop powerful teams that deliver results. The same trend is saving companies millions of dollars from less paperwork and faster turnovers due to transparency in operations and interdepartmental dealings. The basis is simple: People like to be trusted and to extend trust.

But who initiates a culture of trust? A culture of trust in an organization has to come from trustworthy leaders—executives and leaders who adhere to their word of honor, managers who “walk the talk.” These people draw respect to them because people trust them to tell it as it is.

A Caring Attitude

Maxwell says, “People don’t really care how much you know until they know how much you care.” It’s a pretty simple statement telling us that, at the end of the day, it is the relationships that we build that matter.

A dream team coach should therefore be seen by his players as a real, authentic person with the capacity to love and care. In the end, people do manage to see through false pretenses and judge according to their hearts.

The Ability to Make Hard Decisions

Players do not respect a coach who cannot make the hard decisions necessary for a team to succeed, said Maxwell. It is the firmness of a leader that is the source of the organization’s strength and resolve.



One of the reasons why Gov. Josie commanded a high respect from her team is because she knew how to protect and care for her people. She will fight for you to the end if need be and without letting up. She will take it even to the point where she herself will get into a situation in her defense of her people.



**MAYOR LEONARDO
"NARDING" DE LEON**

President, Mayors' League of Bulacan

Gov. Josie is highly regarded as a great leader and team player. She knows where she stands, what her position affords her, and how to use these amenities to get to win-win situations for all those involved.



HERMAN CRUZ

Former Administrative Officer
Bulacan Provincial Hospital

One would not respect the wisdom and knowledge of a person if you believe that you have greater mastery than him of a subject at hand. At the onset, Gov. Josie will show you that she has mastery of the subject and control of the situation. However, she still asks your opinion when she is dealing with details. She will ask questions when she wants to hear a different take or understanding of the matter.

QUALITY 8: A dream team coach does not treat everyone the same

Maxwell cautions against one of the biggest mistakes a coach can make—to believe he can and must treat all the players in his team equally.

Coaches are hired or appointed to authority to win, not to make everyone happy or give everyone equal time, money, or resources. Maxwell warns that though “every player must be given support and encouragement... to believe that everyone must receive the same treatment is not only unrealistic but destructive.”

By not distinguishing the exemplary from the deficient and ineffective, a coach is actually perpetuating and encouraging mediocrity in the organization.

Gov. Josie was a believer in the “reinventing government” paradigm. One of the major teachings of that school of thought is of a “Result-Oriented Government: Funding Outcomes, Not Inputs.”

A quote from reinventing gurus Osborne and Gaebler is appropriate here: “When government institutions are funded according to inputs, they have little reason to strive for better performance. But when they are funded according to outcomes, they have become obsessive about performance.”

The authors agree that “since government did not measure results or have very little information about results, they reward employees based on other things (not performance) - their longevity, size of budget and staff they manage or level of authority.” Without a reliable measure of results, government cannot tell success from failure. Since it cannot see success, government cannot reward it. If it cannot reward success, it may be rewarding failure.

Gov. Josie made sure that the lessons from the “reinventing government” program was reflected in the Performance Evaluation System (PES) of employees implemented by the HRMO and the Performance Management System (PMS) of departments implemented by the PA’s Office. We developed our own systems of evaluation, which were somewhat different from the usual government system and was later approved by the CSC. Our system, for example, takes into consideration feedback from the office clientele, accomplished through public surveys. The Bulacan bureaucracy is perhaps one of the few government organizations that take PES and PMS very seriously.

Because of the PES and the PMS, we can measure results and therefore identify successes. Successes are rewarded generously. There are incentives for all, for chiefs of office and for individuals and groups who are outstanding in their performances.



GERARDO C. CRUZ
Administrator, BPC

Gov. Josie, being a psychologist by profession, knows how to appreciate people and their performance. She has a unique way of appreciating and reciprocating accomplishment. What she does to a female staff in her late 20s is different from the way she treats a female, married staff in her late 40s.

DRA. HJORDIS CELIS
Chief of Hospital, PHO



My career path was not exactly the same as other Chiefs of Hospital. I started as a medical specialist in surgery. I did not become a department head of surgery but jumped to being Chief of Clinics and Training Officer of BPH and eventually PHO. During the reorganization of 2004, she mentioned during one of the DH meetings that she had seen me mature and become worthy of the position. I thank her for the opportunities that she has given me in such a short time period.

QUALITY 9: A dream team coach continues to win

Maxwell's dream team coaching lessons take the challenge to would-be-coaches beyond the end of the road and on to the highway of "winning as a habit." The mettle of leadership is indeed tested by succeeding wins and the capacity to sustain the organization's winning streak.

In the same book, Maxwell cites Bruce Ogelvie, who suggests five major pointers to ensure continuous success. For easier recall, I am summarizing these points into what I call "The 5Rs of Habitual Success."

The 5Rs of Habitual Success

Recognizing specific skills.

Work on the specific skills of each team member. Recognize and understand that the team's power comes from multiple sources and these are your people.

Reinvention.

We are tempted to rest on our laurels. Ogelvie advises winning leaders to use the momentum gained from past successes to continue to change and grow. Recreate yourself and your team into the next higher version of the grandest vision you ever held about yourselves.

Reward and Remunerate.

Ogelvie encourages coaches to reward the unrewarded. Every team has unsung heroes.

Reshuffle.

Transfer the burden of winning. If your team succeeded, it was because some members of the team carried the burden by making sacrifices—less time with their families and extended working hours. Ogelvie says it's all right to “give them a break and transfer the burden to others who are willing and able.”

Renew the commitment to win again.

Ogelvie says that above all, you should not dwell on yesterday's victory. If you focus on what's behind you rather than on what's ahead, you will crash. Make it a point to “celebrate victories, enjoy them briefly, and look forward.”



One trait that set Gov. Josie apart from her contemporaries was her relentless pursuit of professional excellence. She was so consistent in this area that she effectively transferred this quality to the provincial organization. Her performance became the benchmark of personal and professional competence in our respective lines of work. Her habit of winning—and winning convincingly—became the mirror image of the Bulacan bureaucracy as evidenced by the string of awards and recognition we received in the last decade.

In 2002, Gov. Josie and I attended a short course at the Kennedy School of Government at Harvard University in Massachusetts. Though we attended different programs and we were housed in different dormitories, we checked on each other and went on trips out of the university compound on weekends.

I asked myself then: Why would she allow the province to spend so much for us to get expensive training at Harvard, or the Royal Institute of Public Administration (RIPA) in London in the case of our HRM Officer? These are training investments to allow our team to “continue winning.” How else can you sustain your winning streak if you do not take stock of your abilities and acquire more knowledge to help you win the next tougher level of the battle?

BELINDA B. BARTOLOME
Provincial Treasurer



Gov. Josie does not sit on her laurels. She works tirelessly for excellence. An award this year is not good enough. Sustained performance is. In her measure, your only competition is against yourself. In this aspect, Gov. Josie is contagious. That is why everyone is aiming for excellence.



MARINA SR. FLORES
Provincial Budget Officer

The Budget Office is a “result-contributing office, not a result-producing office” and therefore not in the frontline of awards. However, every time the province wins awards, Gov. Josie makes us feel we are part of it. So we are one with her in aiming to continuously.

QUALITY 10: A dream team coach understands the levels of his players

A dream team coach understands that his players work at different levels and varying degrees of competencies, work environments, and levels of motivation. Maxwell warns, “If the leader doesn’t work with each player according to where he is in his development, the player won’t produce, succeed and develop.”

There are times, however, when our people discover themselves “getting spread” too thinly, dangerously near snapping point. A sensible coach understands when to detach from coaching in order to reinforce and support his member by offering a helping hand, i.e., partnering interventions, more resources, even a timely break from work. The key is to understand what types of players we have in our team to be able to offer customized and appropriate interventions for each one of them.

Gov. Josie is a master in the art of leveling the playing field when it comes to people she talks to. This made her a very effective politician among fellow politicians and an emphatic coach and mentor to her people. Being a proficient psychologist, she used her skill in reading people's intentions and emotional state to her advantage. She can be very understanding of a weary, problematic department head, but she can be quite straightforward with an irresponsible subordinate.

She also made the book, *The One Minute Manager* and its follow-up book *Leadership and the One Minute Manager*, required reading for all department heads. In the second book, the lessons on situational leadership were thoroughly explained. These lessons give managers ways of "customizing" their approaches to different levels of employees in different situations and contexts. I believe these materials contributed immensely to the individual and collective efficiency of department heads.



MARITES C. FRIGINAL
Provincial Accountant

Although I am more of a "numbers" person, I feel Gov. Josie knows the way I think whenever she talks to me about my work. We almost always come to a mutual understanding of ways to improve our work for the provincial government. In the process, I also feel assured that my governor understands my job.

The Heart of a Dream Team Coach: A View from the Distance

Dr. Maxwell's qualitative framework for dream team coaching makes for a reliable barometer of the skill and effectiveness of leaders, whether they are in the public or private realm of society. Gov. Josie's preeminence as a leader and coach to her people was evidenced by the good words of other respected leaders outside of the bureaucracy who found the same manifestations of uncommon leadership in the former governor.

One of the most influential leaders during Gov. Josie's tenure was Bishop Rolando J. Tria Tirona, OCD of the Diocese of Malolos, who observed that the former governor's success "flows from her heart that really longs to do good to people, Bulakeño or not. "She is gifted with a good sense of judgment and great facility of communication, strength of character, and a deep faith in God. These are the qualities of a good and enduring leader," said Bishop Tirona.



BISHOP ROLANDO TRIA TIRONA, OCD

In my ministry in Bulacan, Gov. Josie was always a true friend and partner. Since both of us occupy the highest positions in our respective vocations of service, we both saw to it that in the dealings of the Church and the LGU, cooperation, dialogue, and the common welfare of the people would always prevail.

Bulacan's first lady governor was not limited to earning the good graces only of the Catholic clergy and laity. Her accomplishments did not pass unnoticed even by other Christian groups and religious. Bishop Jonel Milan of the Community of Independent Churches of the Philippines consider Gov. Josie as a leader as well as partner of the Christian faithful because of her many works in the community.

These efforts to be an active leader-partner of the religious were not merely token activities, but major milestones in service, advocacy and faith work in the Christian communities.



BISHOP JONEL MILAN

Community of Independent Churches of the Philippines Chairman Emeritus, Christian Ministers Council of Bulacan (CMCB)

In our transformational advocacies, Gov. Josie has always been a very supportive and empowering leader-partner. She helped host the launching of our (Care) K4Philippines Prayer Movement in September 2002, and even brought in all the Mayors and Barangay Chairmen with her to be prayed for on their good health (Kalusugan), salvation/protection (Kaligtasan), wisdom (Karunungan) and righteousness (Katuwiran).

Gov. Josie's term as provincial steward was marked by a well- balanced leadership personality and coaching style. "Her charming personality and personal grace make her very approachable even to poor and simple people, but she is not afraid to 'mix it up' when it comes to the issues of the welfare of the Bulakeños," said the beloved bishop, who was known as a close confidant and friend of the former governor.

NEDA Regional Director Remigio Mercado, Gov. Josie's former colleague in the Regional Development Council that she chaired for 6 years, observed how the governor led the council "with the same tenacity that she exhibited throughout Bulacan. Her tenacity is tempered by compassion, composure, focus, knowledge, and, without being gender-biased, an aura of femininity," claims the NEDA director.

As the RDC meetings are a venue for developing and dissecting priority regional development programs, they can become a forum for heated discussions that sometimes threaten to go overboard. Director Mercado narrates how Gov. Josie managed to bring the discussions full circle.

"In times of controversy during RDC meetings, she exhibited composure and objectivity that readily invited awe and respect among those present, even from those passionately and heatedly involved in the debate," he said. A known advocate of Complete Staff Work or CSW, Gov. Josie's work had come to be known in RDC circles as patently reliable and backed with facts and figures.

DIRECTOR REMIGIO MERCADO
NEDA, Region 3



No single word fully captures the traits of this leader, who was able to steer the province of Bulacan to be one of the best provinces in the country, not only in terms of service delivery but more so in governance.

“She takes pains, time, and effort to study issues very well, and this enables her to provide directions and steer discussions and meetings to result in well- thought-out solutions that have well-accepted and lasting results,” the NEDA director said.

A close colleague and popular senator of the country, Francis “Kiko” Pangilinan, expands on Bishop Tirona’s and Director Mercado’s good words with a bit of historical trivia. The underlying message is the consistency of the governor’s dream team coach qualities as early as 1989. Apparently, Gov. Josie had been egging her fellow young legislators to step up to the challenge of new politics.



**SENATOR FRANCIS
"KIKO" PANGILINAN**
Senator of the Philippines

The many accomplishments of Gov. Josie and the people of Bulacan are a reminder that where there is principled leadership and active citizenry, progress is within reach.

“Governor Josie dela Cruz and I have been friends and colleagues as early as 1989 when we envisioned the coming together of young leaders who will challenge politics-as-usual and bring in

effective and efficient governance. Together, we realized this vision though the National Movement for Young Legislators (NMYL),” Senator Pangilinan recalls.

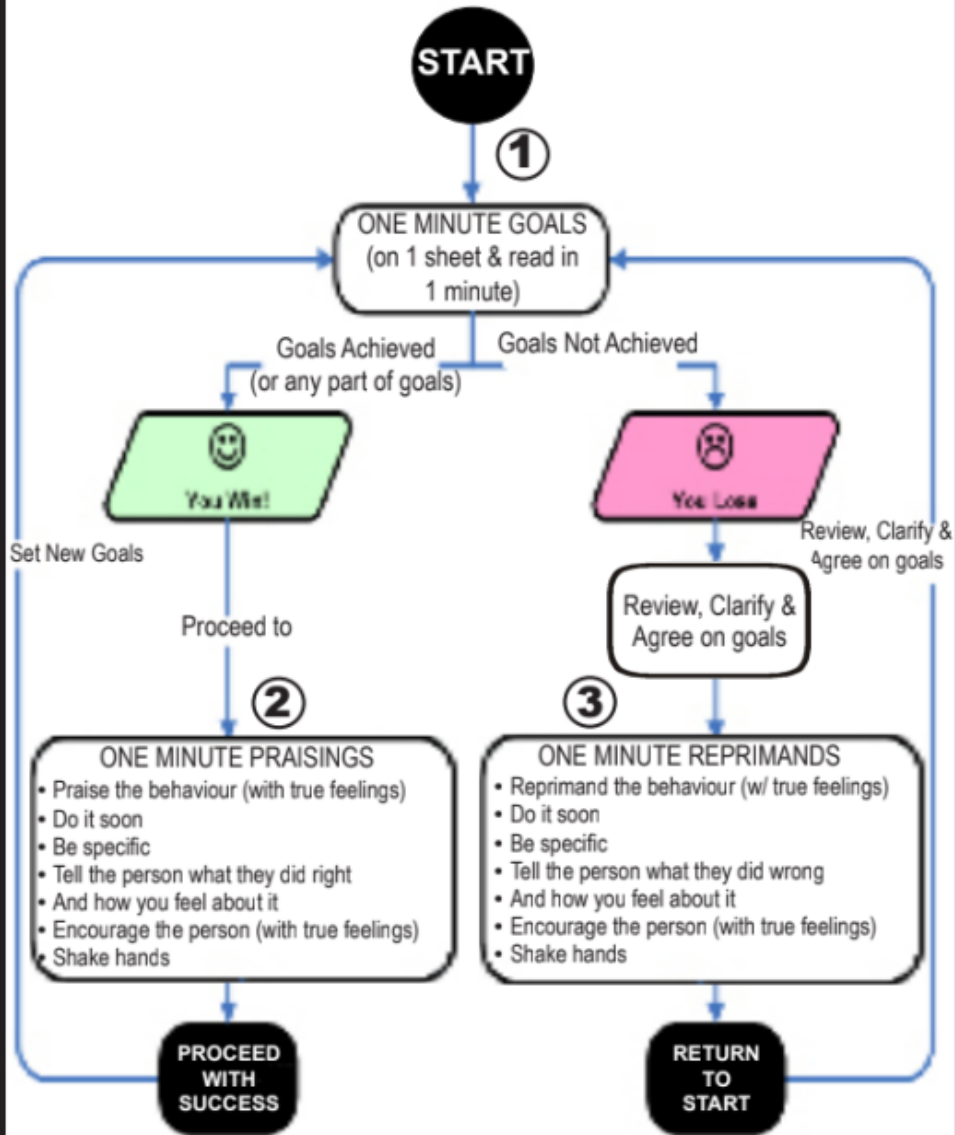
To this day, Gov. Josie carries this rare leadership trademark which has endeared her, not only to the people in the Provincial Government of Bulacan, but to her peers and friends in and outside of the political arena.

“Good governance is the best politics.” These are words straight from Gov. Josie’s arsenal of motivational quotes that had driven her people in the Provincial Government of Bulacan to continue to strive for excellence in everything they do. But at the end of the day, as Bishop Tirona and her other colleagues have attested to, it is the heart of a leader that had catapulted Gov. Josie and her vision to the full splendour of realization and acclaim—a dream story of a true dream team coach.



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