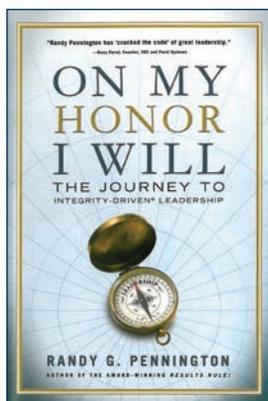


## SmithBucklin CEO Henry S. Givray Featured in New Book About Integrity-Driven Leadership



*On My Honor, I Will:  
The Journey to  
Integrity-Driven® Leadership*

*“...Leadership is invited and can only be given willingly by others based on who you are and what you do, and it is revealed by what you inspire and what you enable.”*

*—Henry S. Givray,  
SmithBucklin Chairman  
and CEO*

**H**enry S. Givray, CEO of SmithBucklin, the world’s largest association management company, is featured in the 2009 book, *On My Honor, I Will: The Journey to Integrity-Driven® Leadership* by Randy G. Pennington. Givray is profiled along with other prominent American business, community and government leaders.

*On My Honor* presents a straightforward approach to earning and maintaining the trust of others by building upon the principles found in the Scout Law, which show how to live with personal integrity; how to build strong relationships with interpersonal integrity; and how to build a foundation for success in a hypercompetitive world through organizational integrity.

Chapter 2 of the book, “*What Does Integrity Have to Do With It?*” features a case study on Givray as well as his insight into what defines a leader. The excerpt also discusses Givray’s belief that “leadership is the uniquely consistent and defining force behind great, enduring organizations.” He believes that leadership can’t be taught, it must be learned. A dedicated, ongoing student of leadership, Givray is committed to speaking and writing on the topic as a way to teach and give back.

### **"Leadership Isn't a Position" (Excerpt):**

Henry Givray is Chairman and CEO of SmithBucklin Corporation, the largest association management and professional services company in the world. Does that automatically make him a leader?

By most standards, the answer is “Yes.” Like all CEOs, his job is to set the direction, monitor progress, and ensure that results are delivered. But by Givray’s standards, the answer is “No!”

“It’s not for me to say that I am a leader,” says Givray. “Leadership is not something that is bestowed upon you or granted to you by virtue of your title or position. In fact, leadership is invited and can only be given willingly by others based on who you are and what you do, and it is revealed by what you inspire and what you enable.”

CEOs possess strong skills in strategy development, finance, and negotiation, but

leaders are shaped and defined by character,” says Givray. “CEOs measure success in terms of earnings, market share growth, and stock price appreciation. Leaders measure success through the success of all of those they serve, including customers, employees, shareholders, and communities—and they live by a fundamental tenet—that service to others is one of the highest honors and greatest obligations of a leader.”

The differences are more than semantics. The position of CEO—or any other position of power—provides the leverage to mandate certain performance. Givray believes that leaders have a higher calling: to visualize a better future state, inspire others to join the journey, and enable success in getting there.

The ability to inspire and enable others, Givray believes, stems from certain distinguishing, nonnegotiable qualities. These include uncompromised integrity, courage to do the right thing (rather than what is expedient, popular, or personally beneficial), and an unyielding pledge to put service to others ahead of self-interest.

Givray worked at SmithBucklin between 1983 and 1996. Prior to rejoining SmithBucklin as its CEO in 2002, he served as CEO of a successful online legal services start-up during the dot-com boom and bust periods. In 2001, initial public offering (IPO) was not in the cards. Not to be discouraged, Givray negotiated a deal with LexisNexis to acquire his company.

The terms of the deal were negotiated and delivered to the board for approval. Included, by the buyer, was a sale price that included a \$1 million stipend to Givray to ensure that he would remain committed, energetic, and enthusiastic to make the transaction a reality. Givray’s board recognized his accomplishments and approved the million-dollar payment. His executive team said, “You deserve this!”

Givray knew the sale was the right thing to do for his employees, his customers, and for the stockholders. But receiving the stipend didn’t feel right. The \$1 million was coming at the expense of the stockholders. And the buyer’s purpose in providing it—to keep Givray motivated and energized—wasn’t achieving its goal.

*continued on back*

## Henry S. Givray Featured in New Book...

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The night the board approved the deal including the \$1 million stipend, Givray went home and told his wife about his dilemma. Frankly, he could use the money—the collapse of the IP markets had rendered his stock options worthless. He was at a low point in terms of his financial assets. The next morning Givray announced to the board that he was giving back the \$1 million stipend so that it could go to the stockholders.

In 2005, three years after returning to SmithBucklin as its CEO, Givray led the transfer of ownership from financial investors to its employees. The decision was a natural extension of the company’s pledge to take care of people so that they can take care of clients. Under SmithBucklin’s Employee Stock Ownership Plan (ESOP), every employee regardless of position, compensation, or tenure has an equal opportunity to acquire ownership in the company.

Givray admits that as CEO he would have received a larger ownership stake and made more money personally if the company had been sold to another set of financial investors rather than going the ESOP route with its employees. Driving Givray’s decision to pursue this particular type of ESOP was his deeply held belief that SmithBucklin employees, not outsiders, create value for clients and the company. And since employees control the company’s destiny, they should have the opportunity to experience the fulfillment and reap the rewards of ownership. Givray says that the transfer of ownership from outsiders to his employees on an equal and fair basis was by far the proudest moment in his career.

Some will say that Givray didn’t have to walk away—or in fact, shouldn’t have walked away—from personal financial gain that could have justly rewarded his performance. After all, taking the money in either situation would have been perfectly acceptable and in line with any standard of business risk and rewards. For Givray, it comes back to that fundamental tenet: “service to others is one of the highest honors and greatest obligations of a leader.” To do anything else would have violated his personal sense of integrity and doing what was right.

SmithBucklin is on a journey to build a great enduring company. That is the overarching, better future state that Givray envisions. It’s no surprise that Givray’s articulated 10 measures of SmithBucklin greatness all tie specifically

to the present and future interests of clients, employees, and stakeholders. He knows that the passion and unrelenting dedication of the SmithBucklin people to their clients and to the company will create boundless opportunities. He told me, “Measuring success through the success of all of those I serve will achieve superlative, sustainable results not only for my constituents but for me as well.”

Leadership is recession proof,” says Givray. “It is the one imperative above all else that enables everything else within an organization and its people—focus and flexibility, agility and speed, strategic thinking and action taking, innovation and boldness, passion and commitment, resilience and hardiness, and alignment and cohesiveness—in good times and in bad.” ●

*Randy G. Pennington is a twenty-plus-year veteran business performance veteran, award-winning author and consultant. He has worked with government agencies, universities, and numerous businesses. His ideas and comments have appeared in the New York Times, Entrepreneur, and Leadership Excellence; on CNN, Fox News and ABC Radio, in addition to numerous professional and trade journals.*



*SmithBucklin is the world’s largest association management and professional services company providing full-service management and outsourcing services to trade associations, professional societies, technology user groups, corporations, government institutes/agencies and other nonprofit organizations. SmithBucklin’s mission is to drive growth for its client organizations and provide uncompromised stewardship for their long-term prosperity. For more information, please visit us at [www.smithbucklin.com](http://www.smithbucklin.com) or call 1.800.539.9740.*