

Core Values

Leadership

UMB Welcomes Norman R. Augustine

May 11, 2015



Norman R. Augustine

Retired Chairman and CEO, Lockheed Martin
Member, USM Board of Regents

Leadership is not easily defined, but one knows it when one sees it. Leaders come wrapped in widely varying appearances, demeanors, and personalities, but all share certain common qualities. Based on a study of 30 leaders the speaker has known, 12 shared characteristics are defined and analyzed. So, too, is what happens when leadership fails.

Norm Augustine is retired chairman and CEO of the board of the Lockheed Martin Corporation. Before joining Martin Marietta, he served as assistant secretary of the Army (R&D) from 1973 to 1975 and undersecretary from 1975 to 1977. He was a professor at Princeton, his alma mater, from 1997 to 1999.

Augustine has been presented the National Medal of Technology by the President of the United States and received the Joint Chiefs of Staff Distinguished Public Service Award. He has five times received the Department of Defense's highest civilian decoration, the Distinguished Service Medal. He is co-author of *The Defense Revolution* and *Shakespeare in Charge* and author of *Augustine's Laws* and *Augustine's Travels*.

He served on the boards of Black & Decker (now Stanley Black & Decker), Procter & Gamble, and ConocoPhillips. Augustine was chairman and principal officer of the American Red Cross for nine years, chairman of the National Academy of Engineering, president and chairman of the Association of the United States Army, chairman of the Aerospace Industries Association, president of the

Boy Scouts of America, and chairman of the Defense Science Board. He is a trustee emeritus of Johns Hopkins, a former member of the board of trustees of Princeton and MIT, and is a regent of the University System of Maryland.

He has been elected to membership in the American Philosophical Society, the National Academy of Science, the American Academy of Arts & Sciences, the Explorers Club, Tau Beta Pi, Phi Beta Kappa, and Sigma Xi. He holds 33 honorary degrees and was selected by *Who's Who in America* and the Library of Congress as one of "Fifty Great Americans" on the occasion of *Who's Who's* 50th anniversary.

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