

**27<sup>th</sup> Annual Revenue Cycle and Finance Conference**  
**Building Beyond: Leading the Future of Revenue & Finance**

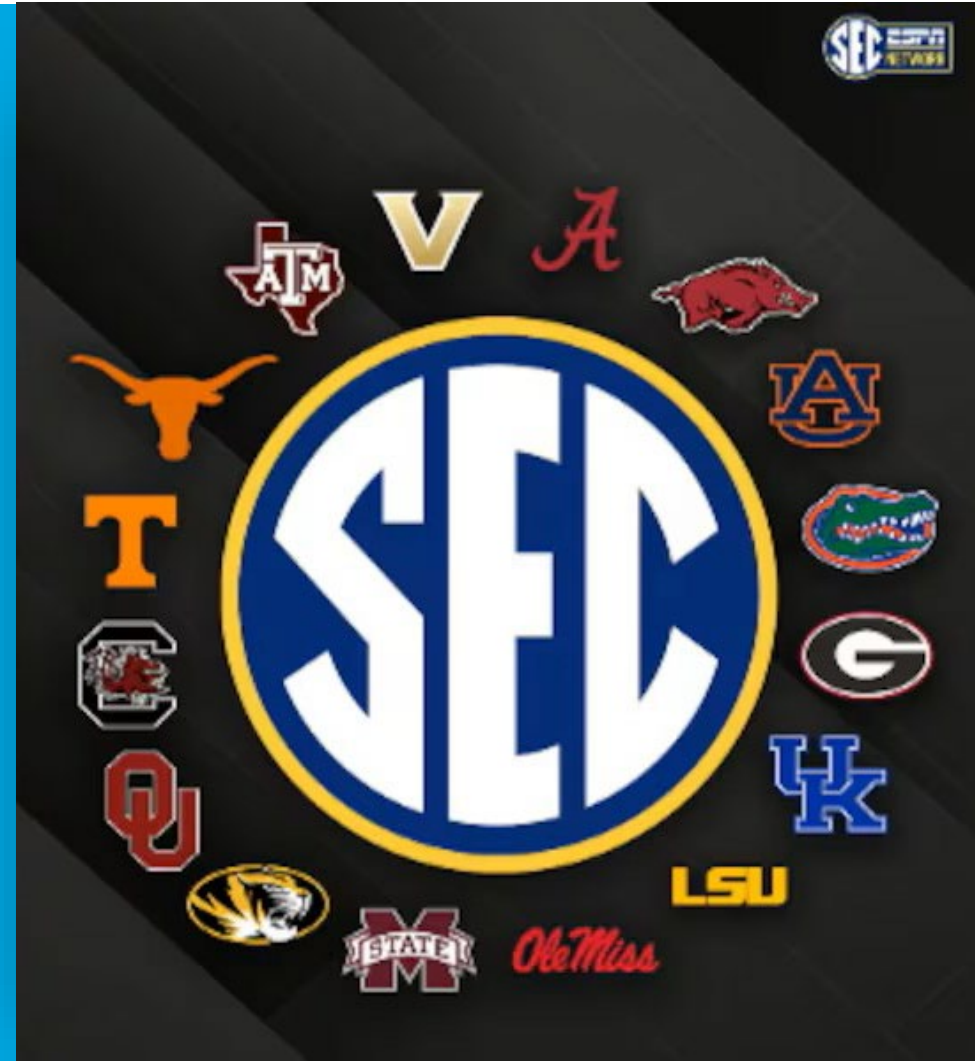
# LEADERSHIP: “FROM THE GRIDIRON TO THE WORKPLACE”

Greg Thomas, Former SEC Football Official

January 15, 2026

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# Does this relate to my organization?



# Officiating = Leadership?



Teamwork = Officiating Crew

Goal Setting = Game Objectives

Accountability = Graded/Evaluated

Communication = Success



# Characteristics of a Great Leader

*On and off the field!*



# Integrity

- Single most important characteristic
- Just 'Do the Right Thing'
- Employees reflect our values
- Get It Right



*"Do the right thing. It will gratify some people and astonish the rest."*  
—Mark Twain

# Create a Common Vision

- Use talents & ideas
- Verbalize the Vision
- Be a Compass/Driver
- Team Achievement



*"It's not the will to win that matters, everyone has that.  
It's the will to prepare to win that matters."  
—Paul "Bear" Bryant*



# Create a Common Vision

- Interested or Committed
- Requires hard work
- Small goals = large goals
- Daily Discipline



*"The quality of a person's life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavor."*

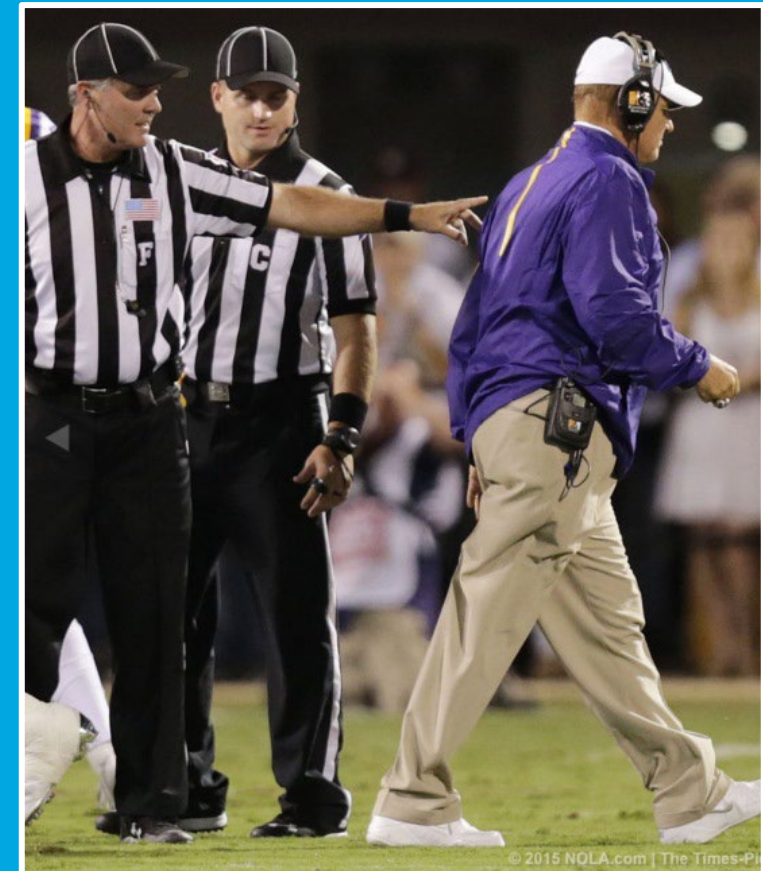
*—Vince Lombardi*



# Display Fairness

- Treat everyone fairly but not necessarily equally
- Level Playing Field
- Equal Voice & Opportunity
- Give appropriate credit

*Perfect objectivity is an unrealistic goal;  
fairness, however, is not.*



# Common Sense

- Some 'old fashioned' things still work
- It's not the only answer
- Trust your instincts
- See the Big Picture

*Genius ain't anything more than elegant common sense.*



# Problem Solving

- Identify the Problem
- Don't focus on blame
- Establish a Goal
- Seek the input of others
- Take the first step
- Evaluate Progress

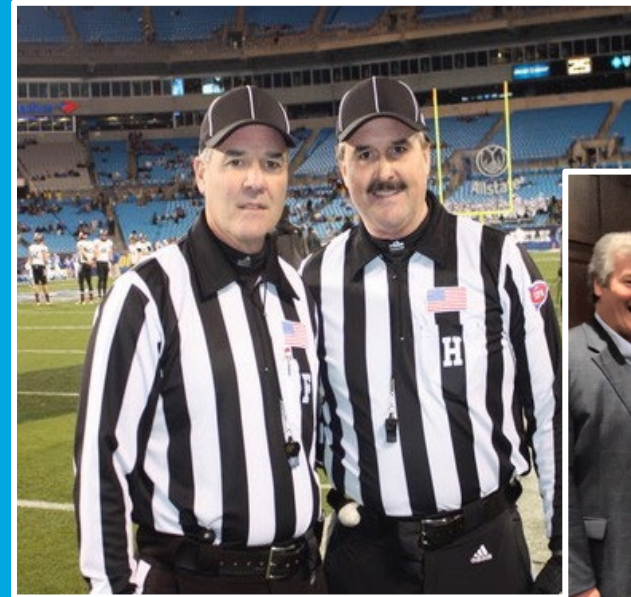


*The problems you face will either defeat you or develop you,  
depending on how you respond to them.*



# Good Relationships

- Be Genuine and Approachable
- Be a 'Likeable Leader'
- Respect is earned, Honesty is appreciated, Trust is gained, Loyalty is returned.



# Self Confidence

- Confidence is natural and subtle
- You must have confidence to instill confidence
- Not directed at others
- Make tough decisions

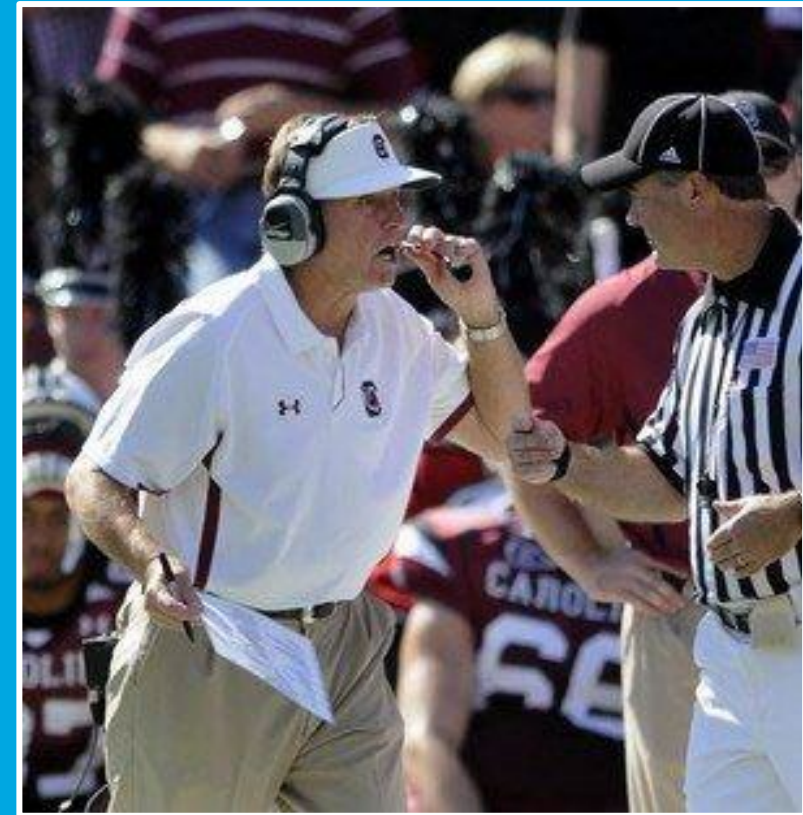


The Birmingham News

*Silence can never be misquoted.*

# Communication

- Actively participate
- Open Environment
- Engaging not Dominate
- Non-Verbal
- Unsuccessful without it



*The art of communication is the language of leadership.*



*Last but certainly not least...*



# Sense of Humor

- People who can laugh easily, more productive, healthier, happier, etc.
- More approachable
- Take your job seriously, not yourself too seriously



*A sense of humor is a major defense against minor problems.*

# Golden Whistle Award



<https://www.youtube.com/watch?v=mSgzeDSzvoo>



# Official Conclusion

- People who can laugh easily, more productive, healthier, happier, etc. Leadership - Know it when you see it
- Leaders in areas other than business settings
- A Title doesn't make a Leader
- Characteristics motivate others
- More approachable
- Take your job seriously, not yourself too seriously



*The growth and development of people is the highest calling of leadership.*  
—Harvey S. Firestone

# Q & A



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THANK YOU!



**FROST-ARNETT**