

SERVE to Lead
Why Servant Leadership Is Strength, Not Softness
August 13, 2026

Earle Airey
00:00:14.480 - 00:00:25.760
Welcome to Victory Leadership, where good leadership leads to victory. Here we help emerging and established leaders win through clarity, confidence and growth. Let's get started.

Earle Airey
00:00:30.560 - 00:00:32.500
Welcome to the leadership pit Stop, where.

Earle Airey
00:00:32.500 - 00:00:36.700
We help emerging and established leaders win through clarity, confidence and growth.

Earle Airey
00:00:37.100 - 00:00:39.220
My name is Earl Airey with Victory.

Earle Airey
00:00:39.220 - 00:00:42.420
Leadership, and in this episode, we're going.

Earle Airey
00:00:42.420 - 00:00:45.740
To talk about what happens when leaders have no room to lead.

Earle Airey
00:00:46.460 - 00:00:48.380
And we are going to introduce the.

Earle Airey
00:00:48.380 - 00:00:55.500
Idea of making room to lead, going to recover capacity, own the gap, open.

Earle Airey
00:00:55.500 - 00:01:04.910
The work through delegation, make leadership visible. We're going to listen to our inward self and edify others that appreciation not.

Earle Airey
00:01:04.910 - 00:01:07.030
Only goes for others, but ourselves as well.

Earle Airey
00:01:07.430 - 00:01:09.110
And we want to detect and discern.

Earle Airey

00:01:09.510 - 00:01:20.230

So that we can focus on our capacity to lead. Because good leadership requires more than just the expectations. It requires room.

Earle Airey

00:01:21.030 - 00:01:44.640

But once the leaders make that room to lead, the next question becomes, what will they do with that role? So today I want to answer the question through servant leadership. So today's title is Serve to lead.

Why servant leadership is strength and not softness? Because here's the core idea.

Earle Airey

00:01:45.360 - 00:01:51.120

Servant leadership is not about lowering yourself so that we can avoid responsibility.

Earle Airey

00:01:51.680 - 00:02:29.550

And, and it's using your influence as a leader to help others rise into responsibility capability and provide meaningful contributions. And that matters because leadership, it's a choice. I mean, it's also a privilege as well.

But when we became a leader in a formal sense, we made the choice to do so. I mean, we can't get away from leadership because we can lead informally in multiple ways, ways that we may not.

Earle Airey

00:02:29.550 - 00:02:31.150

Even realize when we're doing it.

Earle Airey

00:02:31.790 - 00:02:39.590

But in all of those instances, it is a choice. So the role of a leader, the.

Earle Airey

00:02:39.590 - 00:02:42.590

Title may give you authority and responsibility,.

Earle Airey

00:02:43.400 - 00:03:21.970

And it may give you, through those elements, the ability to influence others. But leadership, it becomes real when you choose that, how you exercise that influence in the way of serving of something greater than yourself.

So let's pull in today's leadership pit stop as we get ready to fuel up and get into the race. So today's green flag moment. Servant leadership is disciplined strength that is directed towards the growth and success of others.

It is not about being weak, passive,.

Earle Airey

00:03:22.770 - 00:03:27.650

Avoiding difficult conversations, and it's not saying.

Earle Airey

00:03:27.650 - 00:03:38.850

Yes to everything or rescuing people from their responsibility. Servant leadership is strong enough to tell the truth, humble enough to listen, and.

Earle Airey

00:03:38.850 - 00:03:55.770

Wise enough to remove the barriers and courageous enough to do so as well.

You're also holding people accountable for what they're supposed to do, as well as being accountable to make certain they got the resources to be successful at what they're being asked to do and we.

Earle Airey

00:03:55.770 - 00:05:49.270

Want to care enough to help people become even more capable. And that's not softness, that's leadership. I recently heard a statement. It was a little on the nose, but it carries a truth worth considering.

If you cannot serve as a leader, then you're no leader. Now that may sound, that may sound sharp. So let's soften the delivery without weakening the message.

If leadership is only about authority, control, status, personal success, then it eventually loses credibility. People may comply with authority and they may follow instructions, complete tasks and respond to the title. But compliance is not the same as trust.

Task completion is not the same as commitment. Servant leadership asks the deeper question, what becomes stronger because of the way you lead? And that is a very relevant, poignant question.

Because leadership disconnect from service often becomes self protection, control or performance management without human investment. Leadership connected to service helps people become clearer, stronger, wiser, more more confident and prepared to serve others well.

So let's deal with one misunderstanding. Early I briefly mentioned it, that servant leadership is not about being soft. It is a people skill. It is what they might call a soft skill.

But soft skills in the human condition are rock hard. Some people hear the phrase and they.

Earle Airey

00:05:49.270 - 00:05:55.380

Assume that servant leadership means being nice and avoiding conflict, giving people what they.

Earle Airey

00:05:55.380 - 00:06:03.140

Want and making folks happy, letting those standards slide and maybe pitching in and.

Earle Airey

00:06:03.140 - 00:06:05.740

Doing the work for them instead of delegating it.

Earle Airey

00:06:06.300 - 00:06:20.070

And that that is not serving leadership. It's being soft, but it is not a soft skill. A colleague of mine likes to refer to them as power skills.

Earle Airey

00:06:20.070 - 00:06:28.710

And servant leadership is definitely a power skill because it gives accountability a healthier purpose.

Earle Airey

00:06:30.070 - 00:06:34.910

It says that I will hold you to a meaningful standard and I will.

Earle Airey

00:06:34.910 - 00:06:36.310

Help you grow towards it.

Earle Airey

00:06:38.550 - 00:06:47.630

I will tell you the truth and I will do so that allows you to maintain your dignity. I will listen before assuming.

Earle Airey

00:06:48.110 - 00:06:54.190

I love Walt Whitman's saying, be curious, not judgmental. That's one of my mantras.

Earle Airey

00:06:55.950 - 00:06:58.150

As a leader. I will use my authority to remove.

Earle Airey

00:06:58.150 - 00:07:11.110

The barriers so it doesn't create unnecessary fear, unnecessary resistance, unnecessary potential failures. And that I will help you to.

Earle Airey

00:07:11.110 - 00:07:31.820

Become capable, not more dependent. And now that's a different kind of strength. Here's another idea I want to hold on to that candor and kindness can coexist.

Some leaders are candid without being kind.

Earle Airey

00:07:32.700 - 00:07:36.980

And they may say what needs to be said, but the message lands like.

Earle Airey

00:07:36.980 - 00:07:38.060

A hammer on a nail.

Earle Airey

00:07:38.740 - 00:07:38.980

It.

Earle Airey

00:07:40.740 - 00:07:59.300

Feels like threats, criticism and embarrassment or disrespect. Other leaders, they might be kind without being candid. They want to protect the relationship.

So they may avoid the conversation that could actually help a person grow.

Earle Airey

00:08:00.260 - 00:08:06.150

Servant leadership knits both of those together. It does not avoid the truth and.

Earle Airey

00:08:06.150 - 00:08:37.870

It does not weaponize. Serves people by telling the truth in a way that protects their dignity and invites growth.

This is especially important because leadership conversations can be emotionally charged. And most of the time they are.

Because when a leader speaks, people may not only just hear the words, they may hear some of the unspoken intentions behind those words. And it may result in thoughts that.

Earle Airey

00:08:37.870 - 00:08:40.270

Ask the question internally that am I safe?

Earle Airey

00:08:41.390 - 00:09:17.170

Am I being judged now? Is this leader trying to help me or expose me? Do I still belong here? Can I entrust the intentions behind this message?

Or will this conversation help me grow or will it diminish me? And those are emotional questions that matter. And servant leadership pays attention to each of them.

When conversations carry high stakes, opposing opinions or strong emotions, people can quickly move.

Earle Airey

00:09:17.250 - 00:09:37.080

Out of a productive dialogue. Some people will just shut their mouths. They won't say anything more, they withdraw, they withhold their meaning and stop contributing.

Others may go the other way and become defensive. They, they may exaggerate, they may push back.

Earle Airey

00:09:37.400 - 00:09:39.200

They feel that they have to defend.

Earle Airey

00:09:39.200 - 00:09:41.080

Their position and they come out guns.

Earle Airey

00:09:41.080 - 00:09:48.040

A blazing in either direction. The conversation suffers. There's no progression.

Earle Airey

00:09:48.210 - 00:09:57.010

It gets to a stone wall and it stops. Servant leadership can help create a safer path.

Earle Airey

00:09:57.410 - 00:09:59.610

And it's not by watering down the.

Earle Airey

00:09:59.610 - 00:10:07.170

Message or avoiding those difficult topics, but by clarifying the intent, looking for some.

Earle Airey

00:10:07.330 - 00:10:17.220

Mutual understanding, listening to understand instead of purely to respond, and making the conversation.

Earle Airey

00:10:17.220 - 00:10:27.060

About growth instead of ego. A servant leadership may say, I want to talk about this because I care about your success and the success of the team.

Earle Airey

00:10:27.940 - 00:10:47.910

Or my goal is not to embarrass or lecture you. I want to understand what happened and what support or clarity would help you move forward. I may not say this perfectly, but I just want.

I just want you to hear the.

Earle Airey

00:10:47.910 - 00:10:49.630

Care behind the conversation.

Earle Airey

00:10:51.710 - 00:11:02.990

And that kind of language matters. Even if your tone, inflection, body language, all of those things are saying one thing. Because you as a leader are also.

Earle Airey

00:11:03.630 - 00:11:05.470

Subject to being emotionally charged.

Earle Airey

00:11:06.600 - 00:11:45.120

That it helps to just express and say what your intentions are. And clarify that my expression may not necessarily match what my intentions are.

Words, depending on the choice of your words, they can create a defensiveness. Neuro linguistic programming at the essence really looks at how words and what are the emotional disposition that those words create.

Earle Airey

00:11:46.080 - 00:11:48.720

Because words make worlds.

Earle Airey

00:11:52.240 - 00:11:58.530

The words can create safety, they can create harm, they can open the ears.

Earle Airey

00:11:58.530 - 00:12:07.050

To listen or they can turn those ears away. The servant leader uses words carefully because.

Earle Airey

00:12:07.130 - 00:12:13.850

People are not just processing information, they are also interpreting your intention.

Earle Airey

00:12:15.930 - 00:12:18.730

Servant leadership is just more than a model.

Earle Airey

00:12:19.290 - 00:12:32.980

It can become an emotional conduit. It is one way that leaders deliver support, recognition, appreciation, candor, accountability, coaching, and the care into the relationship.

Earle Airey

00:12:33.700 - 00:12:35.500

And when people feel served in a.

Earle Airey

00:12:35.500 - 00:13:12.480

Meaningful way, they become more open to hearing some of those difficult truths. Not because truth becomes easy, but because the relationship gives the truth a better place to land.

This connects with something that we discussed in a recent episode that leaders do not get credit for supporting employees that they cannot experience. They can't experience it, then to them it never happened.

And we can extend that here by saying leaders do not get full credit for the service that people cannot feel.

Earle Airey

00:13:15.210 - 00:13:26.650

Service has to become visible and we have sight, touch, smell, sound, taste, all.

Earle Airey

00:13:26.650 - 00:14:16.600

Of these different elements in which we experience the world. We have to trigger one or more of those for people to understand that there is a difference between what happened before and what happened after.

Your follow through, coaching, advocacy, fairness, your clarity, and your willingness to remove barriers and help them grow is a service that is only in a leader's intention. And if the employee never experiences it, then the impact that that leader is attempting to express may be limited.

And that brings us to this brings us to a practical model.

Earle Airey

00:14:17.080 - 00:14:18.520

Serve to Lead.

Earle Airey

00:14:19.080 - 00:14:28.080

This is part of a Developing Victory Leadership to Lead series for your consideration. Many of these episodes start off with.

Earle Airey

00:14:28.080 - 00:14:30.760

A concept that blossom into something a little bit greater.

Earle Airey

00:14:31.000 - 00:14:33.080

And the purpose of this series is simple.

Earle Airey

00:14:33.740 - 00:14:35.860

It is to give leaders practical tools.

Earle Airey

00:14:35.860 - 00:14:44.300

That help them to move from leadership intention to leadership action. In the last episode, Room to Lead.

Earle Airey

00:14:44.700 - 00:14:47.020

Helped leaders recover capacity.

Earle Airey

00:14:47.900 - 00:15:09.450

Serve to Lead helps leaders use that capacity in the service of others. And this model has five parts, so it's an acronym.

Serve S See the person, E Equipped for success, R Remove the barriers, V Value Growth and E Empower Contribution.

Earle Airey

00:15:09.930 - 00:15:11.850

Let's walk through each one.

Earle Airey

00:15:13.130 - 00:15:19.210

So s See the Person. Servant leadership begins by seeing the person behind the role.

Earle Airey

00:15:20.090 - 00:15:23.370

Not just an employer, performer or title, but the person.

Earle Airey

00:15:23.850 - 00:15:31.980

What are their strengths, pressures, potential, their concerns, aspirations and their growth edge Seeing.

Earle Airey

00:15:31.980 - 00:15:34.220

The person does not mean ignoring performance.

Earle Airey

00:15:35.260 - 00:15:43.180

It means understanding the human being that is trying to perform. A leader who sees the person asks better questions.

Earle Airey

00:15:44.060 - 00:15:45.820

What is helping you succeed?

Earle Airey
00:15:46.940 - 00:15:48.420
What is making the work harder than.

Earle Airey
00:15:48.420 - 00:15:49.180
It needs to be?

Earle Airey
00:15:50.460 - 00:16:04.280
What strengths are you not getting to use enough? Where do you want to grow and what support would help you to move forward? People are more likely to trust leaders.

Earle Airey
00:16:04.280 - 00:16:09.040
Who see them as whole human beings and not merely producers of output.

Earle Airey
00:16:10.880 - 00:16:24.770
The next letter is E Equipped for success. Servant leaders do not simply assign work. They equip people to succeed. That might include clarity, tools, training, coaching,.

Earle Airey
00:16:24.770 - 00:16:28.730
Authority, feedback, resources, time, context.

Earle Airey
00:16:29.610 - 00:16:50.990
It may also mean helping people understand what good performance looks like.

One of the fastest way to frustrate people is to hold them accountable for outcomes which withholding the information is the support or resources needed for them to achieve those outcomes and not allow them to grasp hold of them to be.

Earle Airey
00:16:50.990 - 00:16:52.630
Successful at what they're being asked to do.

Earle Airey
00:16:53.190 - 00:17:26.320
Because servant leadership will ask, have I given this person what they need to succeed? Have I clarified the expectations? They say as you if you can't measure it, you can't manage it.

So can we use metrics to make certain that they know what when they succeed or know when to ask for help? Is the right support available? Is there clarity behind the goal that you want them to achieve? And if they can make success possible,.

Earle Airey

00:17:27.840 - 00:17:30.000

Then what does that take?

Earle Airey

00:17:31.840 - 00:17:55.210

Expectations without equipment can become pressure and equipping turns expectations into a partnership. So the next is R for remove barriers. Servant leaders use authority to remove barriers and that's one of the most practical expressions of service.

Earle Airey

00:17:56.410 - 00:18:24.370

Sometimes the barrier is unclear communications, outdated processes, duplication of work, lack of tools, bottlenecks, conflict, bureaucracy. That can be a bottleneck, of course.

And then sometimes it's us as the leader, you know, we may not necessarily provide what is needed for them to be successful. And inadvertently we may create a blockage,.

Earle Airey

00:18:24.770 - 00:18:33.980

Unintentionally, of course, and because that really matters, because the servant leader is willing to ask what is getting in the way?

Earle Airey

00:18:35.020 - 00:18:43.740

How can I help clarify and align what obstacle needs to be escalated?

Earle Airey

00:18:45.420 - 00:18:58.640

What decision can I make so the team can move? How do we simplify processes and reduce friction? And does removing the barriers in a.

Earle Airey

00:18:58.640 - 00:19:28.290

Meaningful way unblock the work and make it easy? I should say less of a struggle.

We're not taking work and making it easy as far as simplifying it for simplification's sake, but removing the barriers that make completion of those tasks difficult. V the next letter is for valuing growth.

Earle Airey

00:19:29.570 - 00:19:34.770

Servant leadership is deeply connected to growth and the goal is not dependency.

Earle Airey

00:19:35.810 - 00:20:06.220

The goal is development. A servant leader does not want people to remain stuck, passive or just merely relying on on the leader.

In all cases, it's the how we delegate and how people grow. There's a fine balance in an understanding of how those elements come together.

Because a servant leader wants people to become stronger, wiser, more capable, more confident.

Earle Airey
00:20:06.620 - 00:20:09.020
And more prepared to serve others.

Earle Airey
00:20:11.420 - 00:20:15.140
That means that growth must be valued and not just merely assumed.

Earle Airey
00:20:16.330 - 00:20:32.330
So a leader should ask what is this person becoming more capable of doing? What skills need to be developed, what stretch opportunity would help them grow? What coaching would increase?

Earle Airey
00:20:33.050 - 00:20:34.890
You know, will that increase their confidence?

Earle Airey
00:20:36.170 - 00:21:05.610
And the feedback? How can the feedback be delivered in a way that helps them to mature and the strengths that can be further developed?

And growth is not always comfortable. So this is not spoon fed soft serve, but it's a method. It's a way that servant leaders can help people grow with dignity.

They challenge people that they believe in.

Earle Airey
00:21:05.850 - 00:21:08.060
And they support those people and that.

Earle Airey
00:21:08.060 - 00:21:13.940
They care about and they hold them to a standard because the work matters.

Earle Airey
00:21:15.220 - 00:21:26.860
Now E Empower contribution. Because servant leadership ultimately empowers contribution, people.

Earle Airey
00:21:26.860 - 00:21:29.140
Are not served well if they are.

Earle Airey

00:21:29.140 - 00:21:34.890

Never invited to own. Decide, create, question, lead or contribute.

Earle Airey

00:21:36.010 - 00:22:06.940

Empower me. Empowerment means creating conditions where people can bring their ideas, their voice, their strengths and their judgment to work.

It says your contribution matters. Your voice belongs in this conversation. Your perspective can help us improve and your growth can serve others. Empowerment is not abandonment.

You don't just give them a task,.

Earle Airey

00:22:06.940 - 00:22:09.860

Let them do it and then walk away from them.

Earle Airey

00:22:11.300 - 00:22:13.780

It is a supported form of ownership.

Earle Airey

00:22:14.660 - 00:22:18.340

A servant leader just does not simply hand off responsibility and disappear.

Earle Airey

00:22:19.460 - 00:22:40.830

They will continuously provide the clarity, the boundaries, support and develop that trust that creates a space for people to act. Let's make this practical. Imagine a team member has missed an important deadline. A non serving response might sound like.

Earle Airey

00:22:41.470 - 00:22:44.350

You missed a deadline again, this cannot happen.

Earle Airey

00:22:44.430 - 00:23:05.680

Fix it now. That might be direct but it may not build understanding, capability or ownership. A servant leadership doesn't ignore missed deadlines.

But the conversation may sound a bit different. A servant leader may say I want.

Earle Airey

00:23:05.680 - 00:23:10.960

To talk to you about this missed deadline because this work really matters and.

Earle Airey

00:23:10.960 - 00:23:14.840

I also care about your success here. My goal is not to embarrass you.

Earle Airey

00:23:15.240 - 00:23:17.930

I want to understand what happened, what.

Earle Airey

00:23:17.930 - 00:23:39.250

Patterns need to be addressed and what support or accountability will help this situation and you improve. Now the leader can serve. See the person, what's happening on your end, Equip for success. What clarity, resource or process will help.

Earle Airey

00:23:39.250 - 00:23:43.010

You meet expectations, remove barriers?

Earle Airey

00:23:44.240 - 00:23:46.480

What got in the way that we.

Earle Airey

00:23:46.480 - 00:23:49.760

Need to address value growth?

Earle Airey

00:23:51.040 - 00:23:52.120

What do you need to learn or.

Earle Airey

00:23:52.120 - 00:23:57.440

Practice so this becomes more reliable and empower contribution.

Earle Airey

00:23:58.000 - 00:24:04.640

What commitment can you bring forward and how will we follow up? Now notice what happened.

Earle Airey

00:24:05.040 - 00:24:06.720

The leader did not avoid accountability.

Earle Airey

00:24:07.680 - 00:24:18.650

The leader made accountability developmental. That is servant leadership. Serve2Lead is also a part of a larger victory.

Earle Airey

00:24:18.650 - 00:24:19.850

Leadership direction.

Earle Airey

00:24:20.970 - 00:24:33.610

The to lead series is designed to help leaders practice specific leadership disciplines with clarity and intention. Room to Lead helps leaders recover the.

Earle Airey

00:24:33.610 - 00:24:35.290

Capacity to lead well.

Earle Airey

00:24:36.420 - 00:24:45.620

Serve to Lead helps leaders use that capacity to build up others. Future conversations may explore how leaders create.

Earle Airey

00:24:45.700 - 00:24:50.380

Clarity, build trust, coach growth, practice courageous.

Earle Airey

00:24:50.380 - 00:24:56.340

Candor, and turn values into action. Each model will be practical.

Earle Airey

00:24:56.820 - 00:24:58.980

Each model will be strength based.

Earle Airey

00:25:00.020 - 00:25:02.860

Each model will help leaders and those.

Earle Airey

00:25:02.860 - 00:25:16.770

They lead become the best, best versions of themselves. Over time, these episodes can become more than just podcast conversations. They can become tools, reflection guides, worksheets.

Earle Airey

00:25:16.850 - 00:25:21.770

And how to's leadership development materials that.

Earle Airey

00:25:21.770 - 00:26:04.700

Are practical and part of a toolkit that can help achieve the goals, not merely talk about them. Because the goal in this instance is to help people choose to lead and lead wisely. Choose to lead. Lead to victory.

That phrase may become important later because we're going to choose to lead. Lead to victory. Because leadership is a choice. Service is a choice. Growth, Courage, candor, kindness, accountability, appreciation.

Earle Airey

00:26:04.860 - 00:26:06.620

All of these are choices.

Earle Airey

00:26:08.060 - 00:26:22.950

The future compendium of these tools will carry these ideas forward and may be on inspiration and into implementation. As these episodes show the value of each concept, the compendium can show that.

Earle Airey

00:26:22.950 - 00:26:26.870

These tools, steps, guides and practices that.

Earle Airey

00:26:26.870 - 00:26:41.110

Help leaders turn those concepts into a strategic reality. And that is how thought leadership can become leadership development. Here is a practical tool for the week.

Earle Airey

00:26:42.150 - 00:26:47.200

Choose one person you lead, support, coach.

Earle Airey

00:26:47.200 - 00:26:51.120

Or influence and ask yourself five questions.

Earle Airey

00:26:53.120 - 00:26:59.680

C what do I better understand about this person's strengths, pressures or goals?

Earle Airey

00:27:00.400 - 00:27:03.440

What do I need? What do I need? Equip?

Earle Airey

00:27:05.520 - 00:27:08.680

What clarity, tool, coaching, resource or context.

Earle Airey

00:27:08.680 - 00:27:11.120

Will help this person succeed?

Earle Airey

00:27:13.050 - 00:27:16.650

Then remove what barrier can I help.

Earle Airey

00:27:16.650 - 00:27:20.810

Reduce, clarify or just remove from the equation?

Earle Airey

00:27:22.730 - 00:27:26.970

Value what growth, opportunity could this person.

Earle Airey

00:27:27.770 - 00:27:31.450

Become more capable and then empower?

Earle Airey

00:27:33.050 - 00:27:38.330

What responsibility, decision, idea or contribution can I invest?

Earle Airey

00:27:38.520 - 00:28:46.810

Invite this person to own and then follow that up by taking an action conversation.

Remove a barrier, provide the support, offer the growth potential possibilities and the contribution that empowers them to take that all to the next level. And that's one way servant leadership becomes practice. Servant leadership is not about proving how low and humble you are.

It's about helping others to rise tall. It's about influencing to develop people and not diminish them.

Tell them the truth with care, creating the safety without avoiding the standards needed to succeed. Build that capacity and the capability rather than them staying dependent and service them.

Earle Airey

00:28:46.810 - 00:28:54.090

In ways that helps them to serve others well. So I'll leave you with this one question.

Earle Airey

00:28:55.860 - 00:29:32.750

What becomes stronger because of the way you lead? That question can me can reveal more than any title ever could. So thank you for sharing this time with me today.

Please check out the show notes, the corresponding article over on LinkedIn, and don't forget that good leadership leads to victory, and I'll see you in the winner's circle. Thank you. Have a great day. Take care, everybody.

Earle Airey

00:29:37.310 - 00:30:12.590

Thank you for joining me today on the Victory Leadership Podcast. If you found value in this episode, be sure to subscribe and share it with someone who has committed to growing as a leader.

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As always, good leadership leads to victory. I'll see you in the winner's circle.

Earle Airey

00:30:13.160 - 00:30:13.400
SA.