

A Leadership Mindmap

As Seen Through the Eyes of a Technology Evangelist

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MBMG 710 Leadership

University of Saint Thomas

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Disclaimer – the following is a highly personal perspective of leadership as seen by a technology evangelist. This material may have little to do with the nature of leadership in your world: especially if your world is not surrounded by technologically driven change.

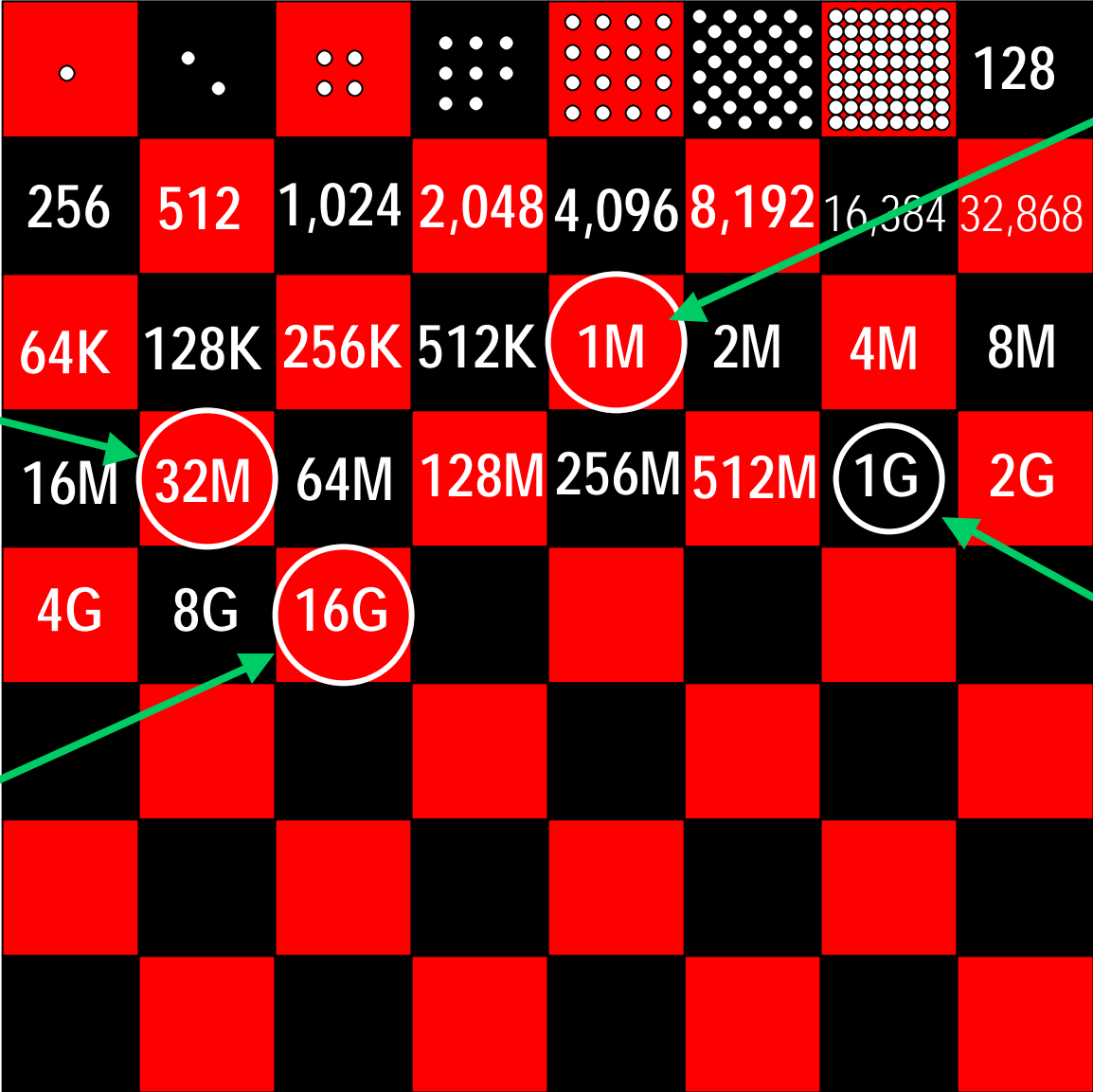


An Ancient Chinese Mathematician...

... did a great deed for the Emperor of China.

“You may have anything in my kingdom you wish.” said the emperor.

“All I ask is for one grain of rice on the first square of my chess board and double that amount on each square till the board is full.”



Number of Transistors on a Chip

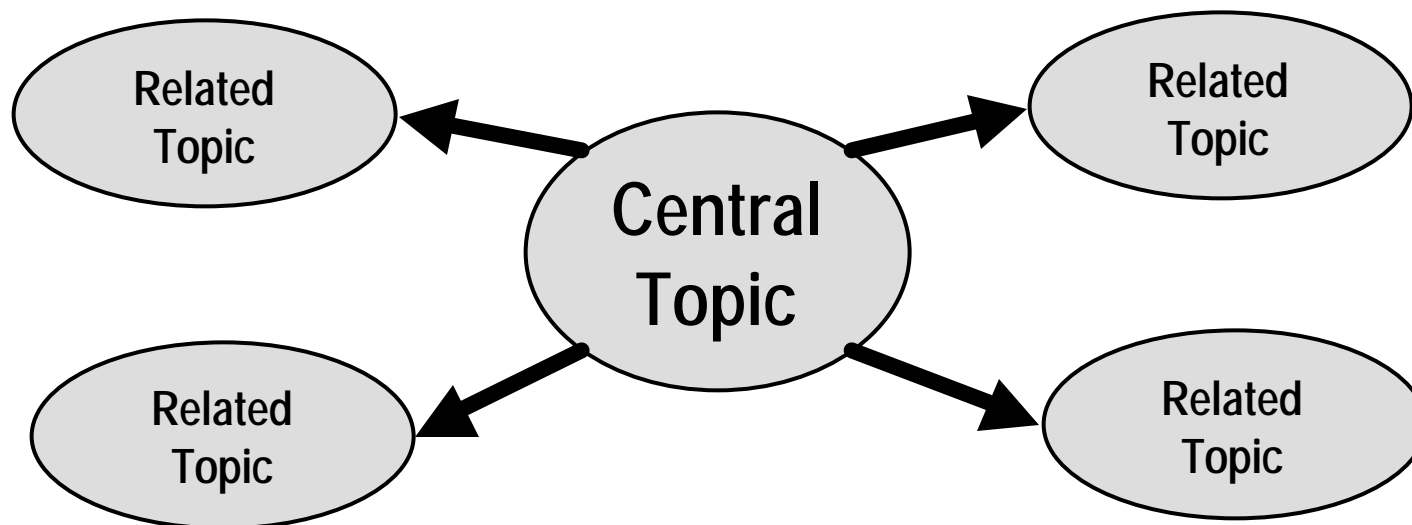
Cable Modem Speed (1Mbit/sec)

Processor Speed (1GHz)

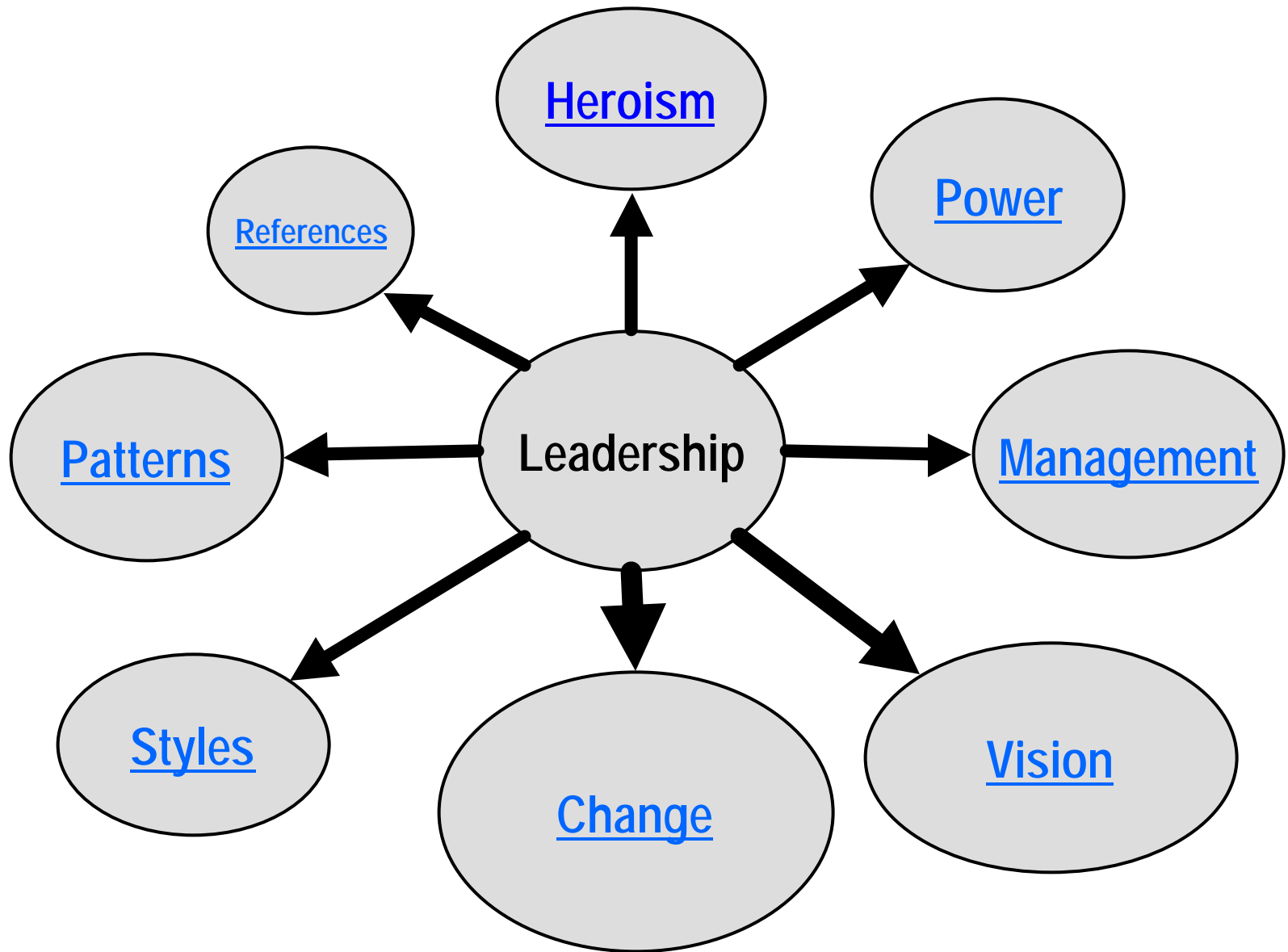
Hard Disk Size (Gigabytes)

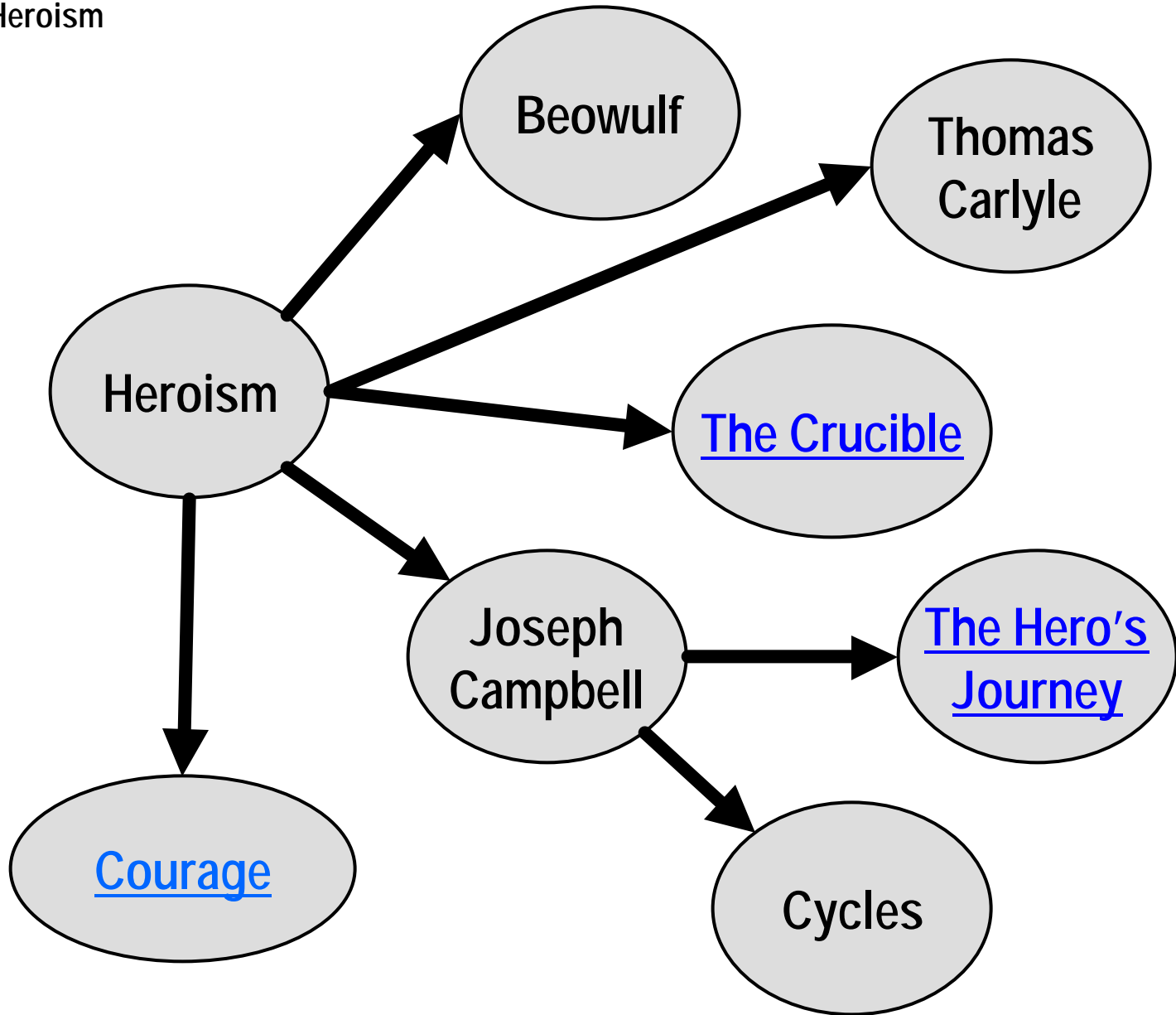
*Leadership...is about coping with change...
faster technological change...
more change always demands more leadership.*

HBR Article “What Leaders Really Do”
- John Kotter

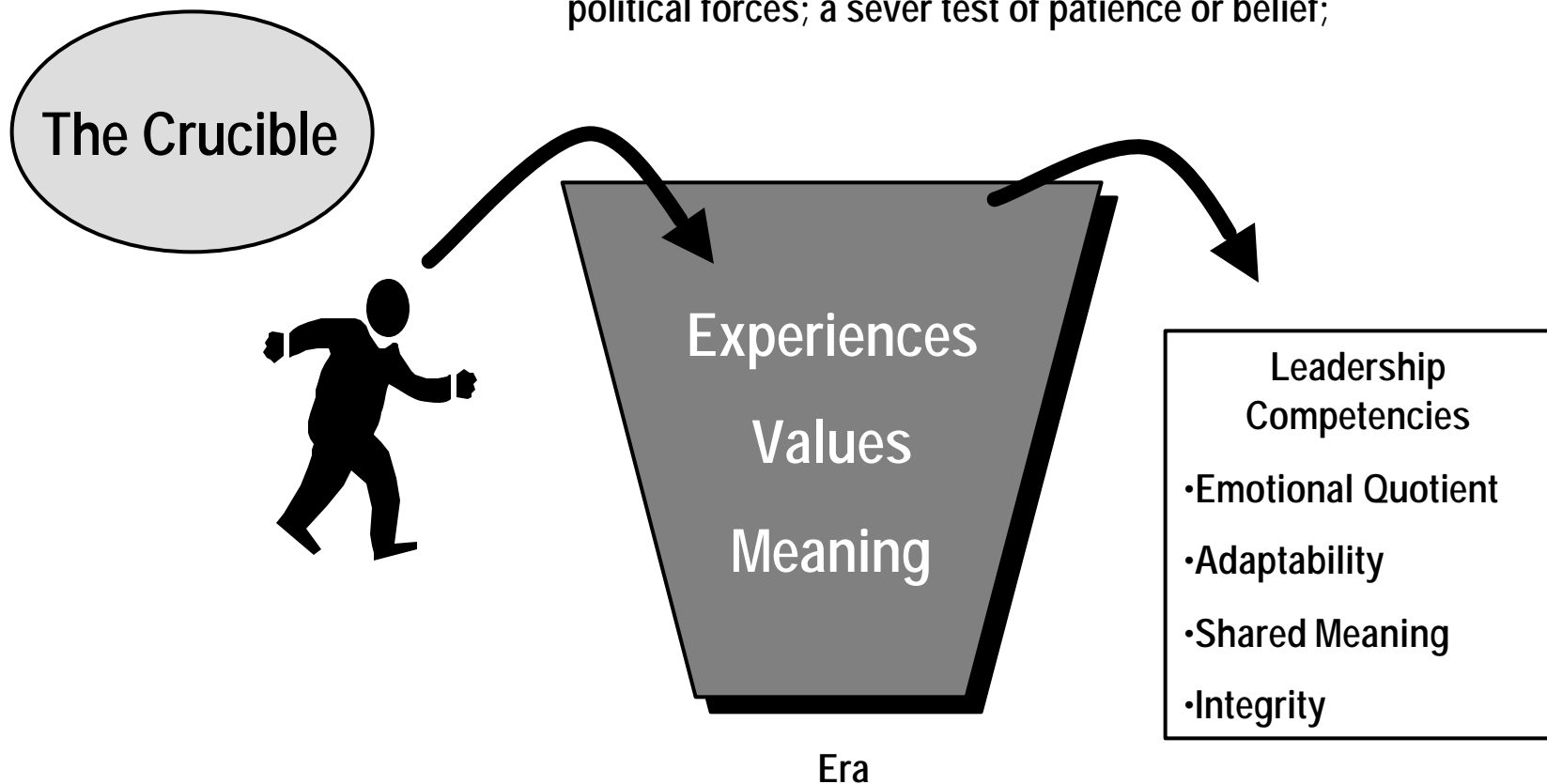


- A Mindmap is diagram with a central circle labeled with a word or phrase. Spokes radiate outward from this circle with other circles that represent related concepts.
- Mindmaps are ideal for describing non-linear concepts where related ideas do not necessarily flow sequentially. Leadership is an extremely non-linear concept.

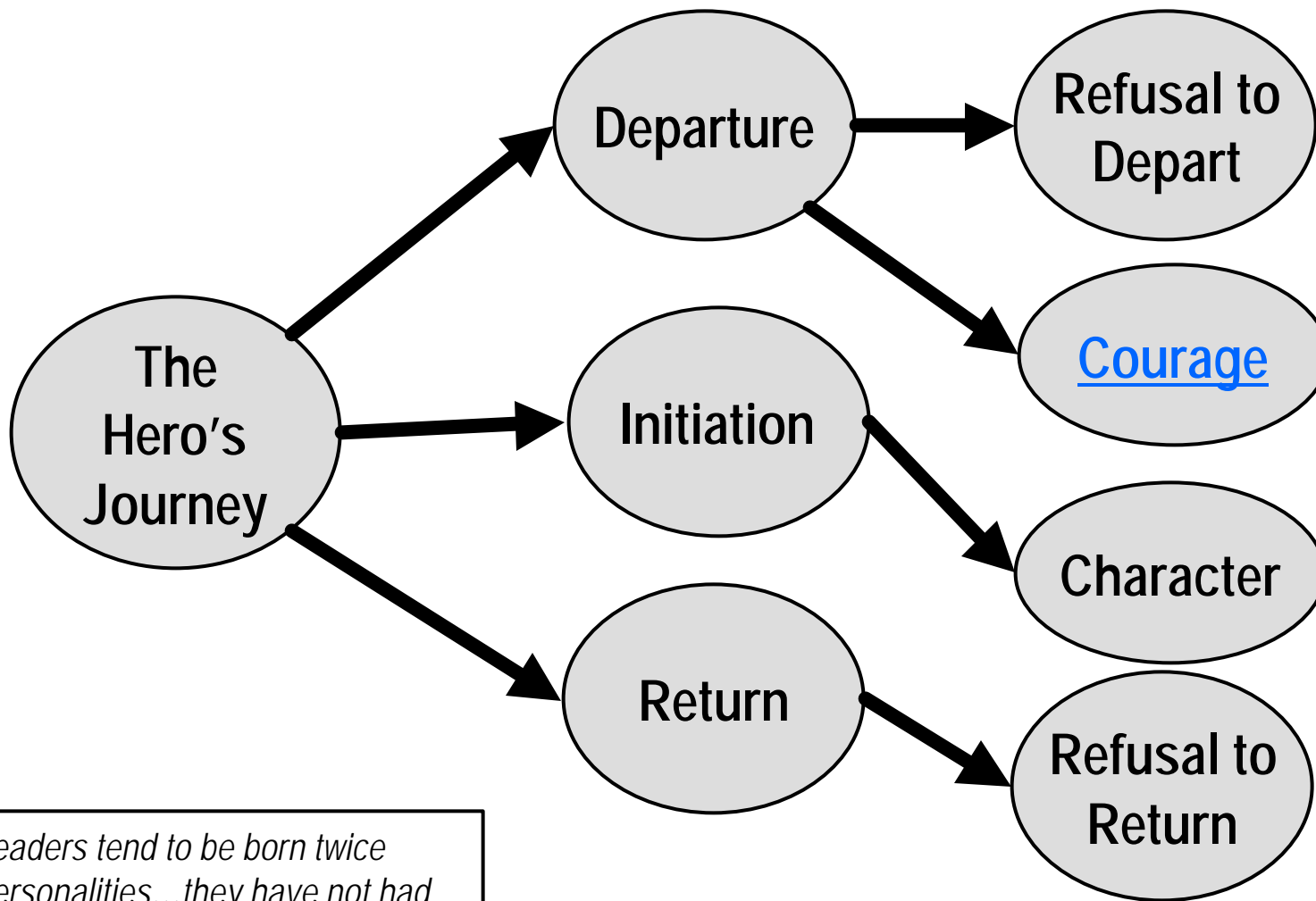




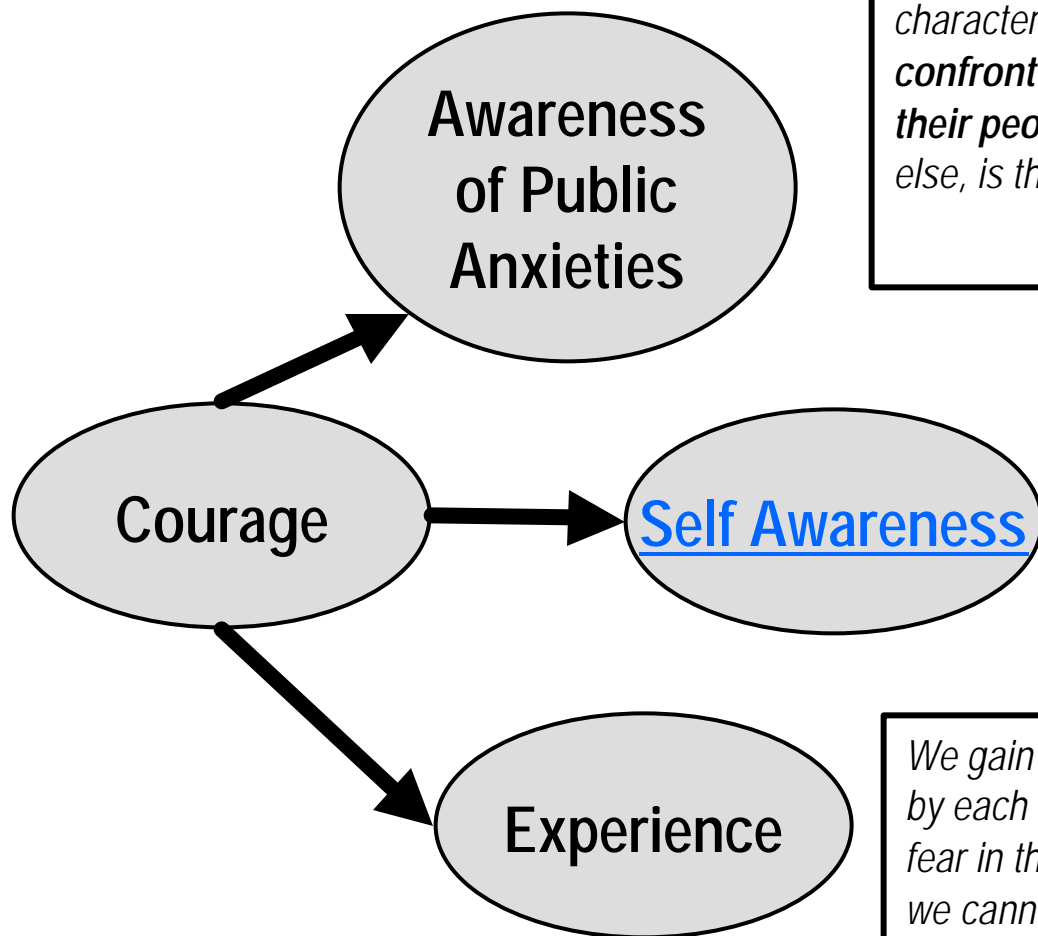
Crucible - A place, time or situation characterized by the confluence of powerful intellectual, social, economic or political forces; a sever test of patience or belief;



Geeks and Geezers
Warren Bennis and Robert Thomas



Leaders tend to be born twice personalities...they have not had an easy time of it. - Zaleznik



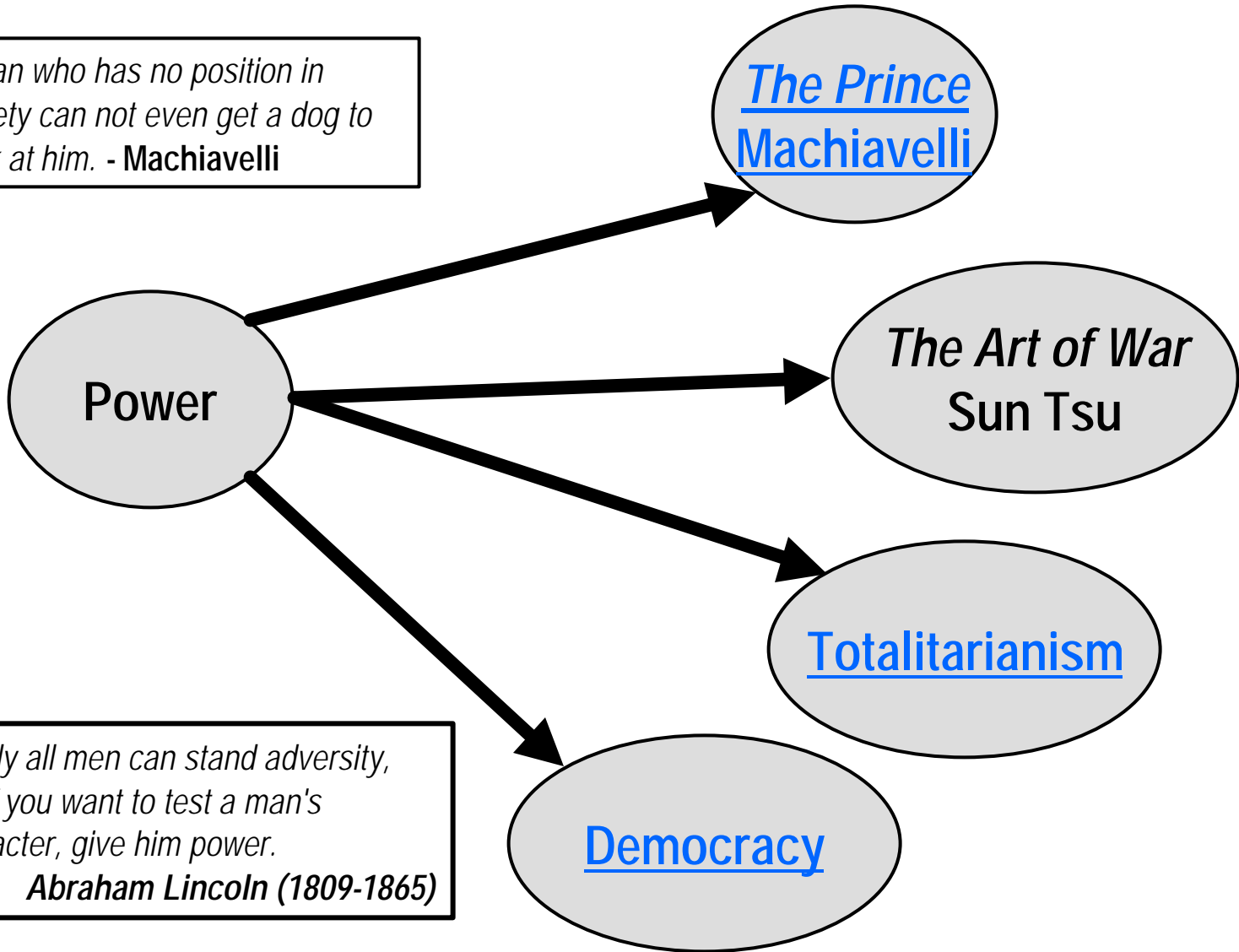
*All of the great leaders have had one characteristic in common: it was the willingness to **confront unequivocally the major anxiety of their people in their time**. This, and not much else, is the essence of leadership.*

- John Kenneth Galbraith

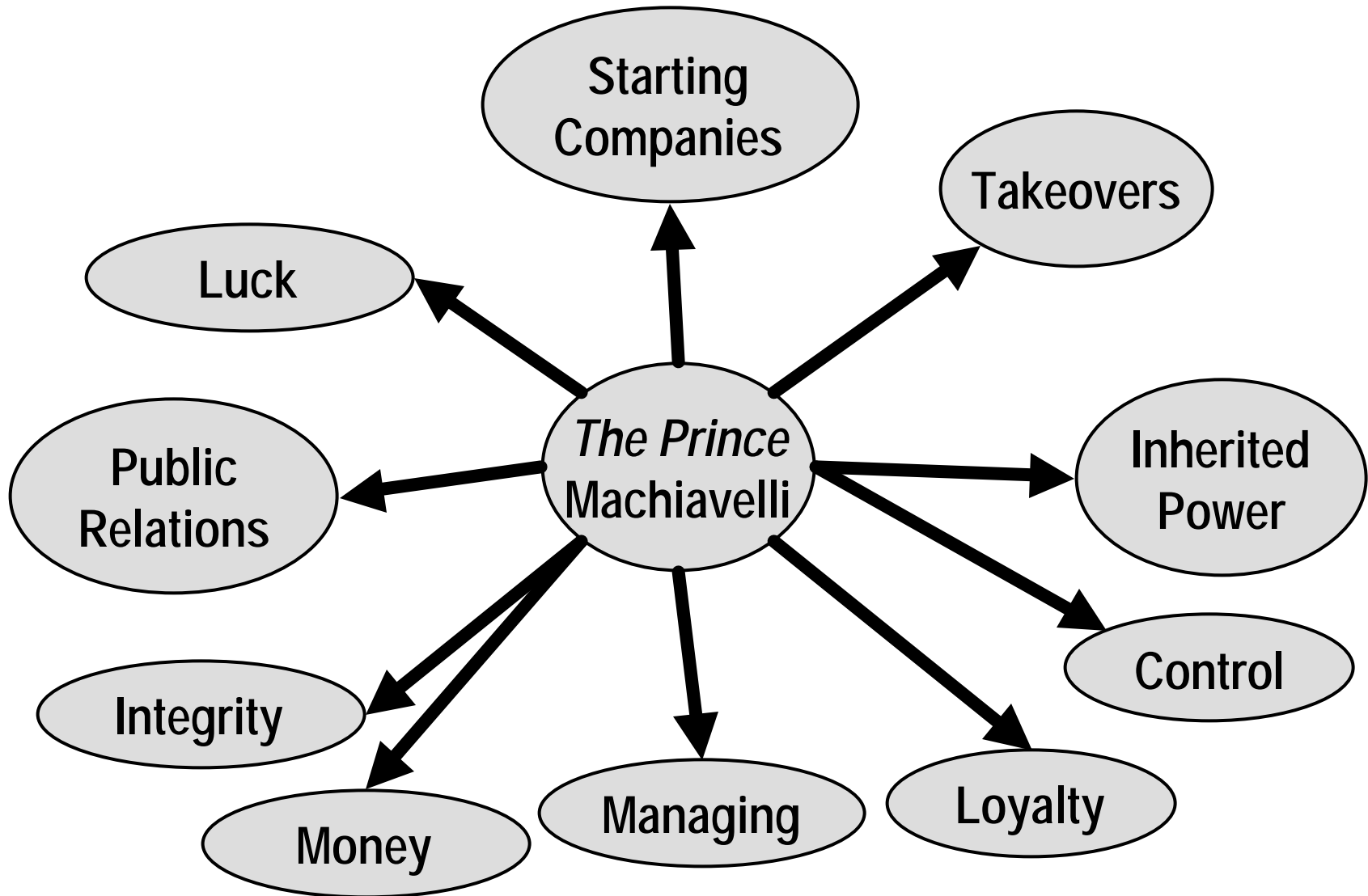
We gain strength, and courage, and confidence by each experience in which we really stop to look fear in the face... we must do that which we think we cannot.

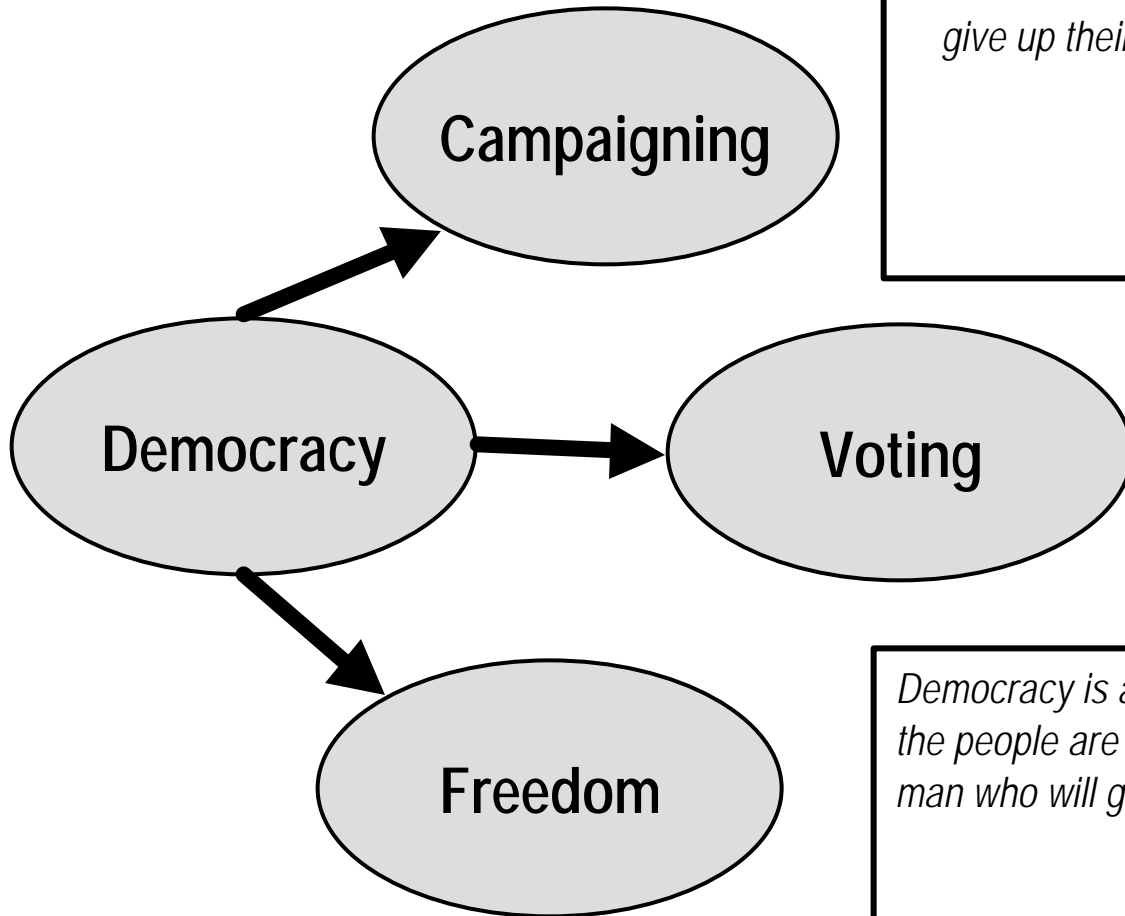
- Eleanor Roosevelt

A man who has no position in society can not even get a dog to back at him. - Machiavelli



Nearly all men can stand adversity, but if you want to test a man's character, give him power.
Abraham Lincoln (1809-1865)



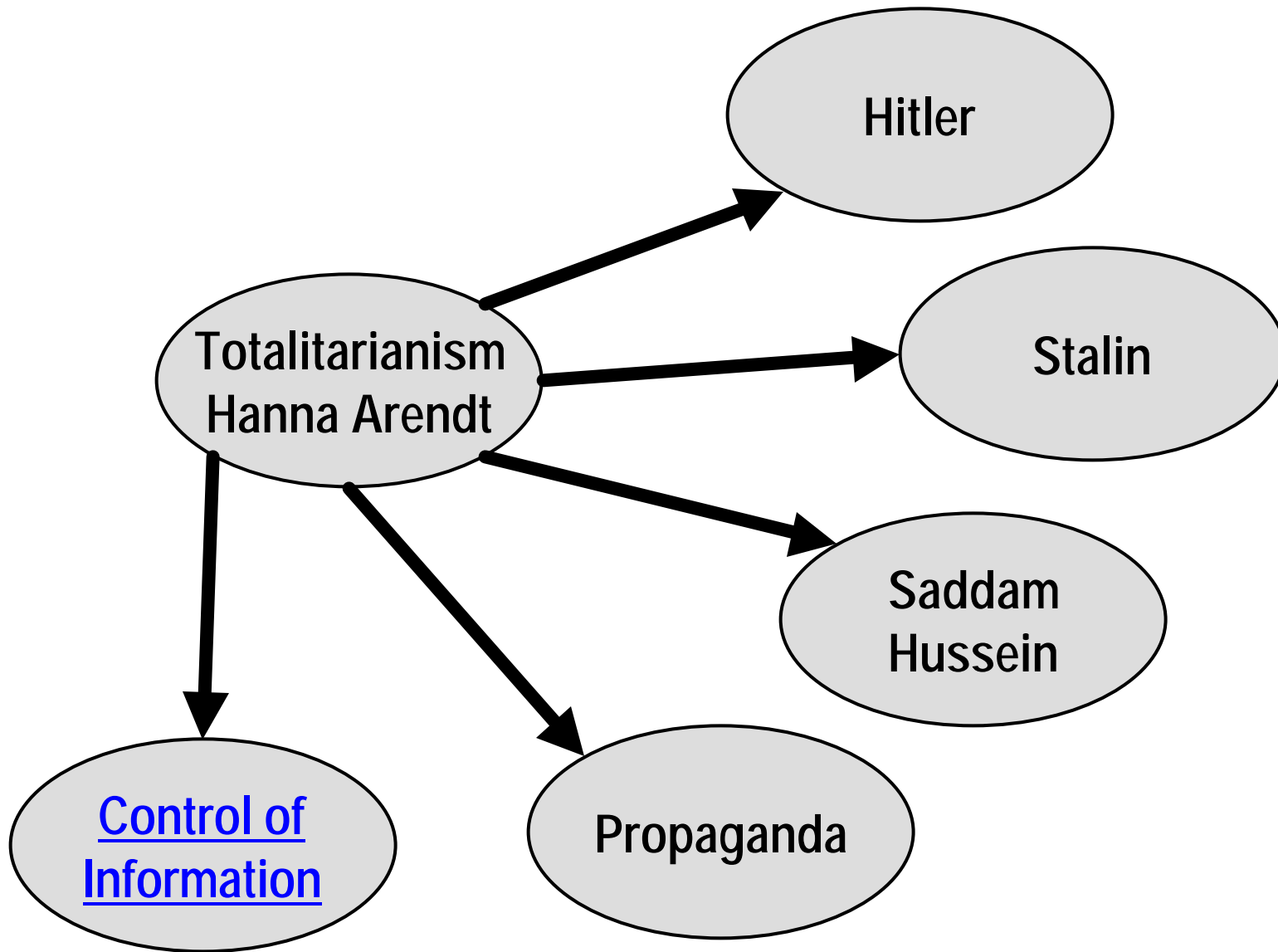


The most common way people give up their power is by thinking they don't have any.

Alice Walker

Democracy is a process by which the people are free to choose the man who will get the blame.

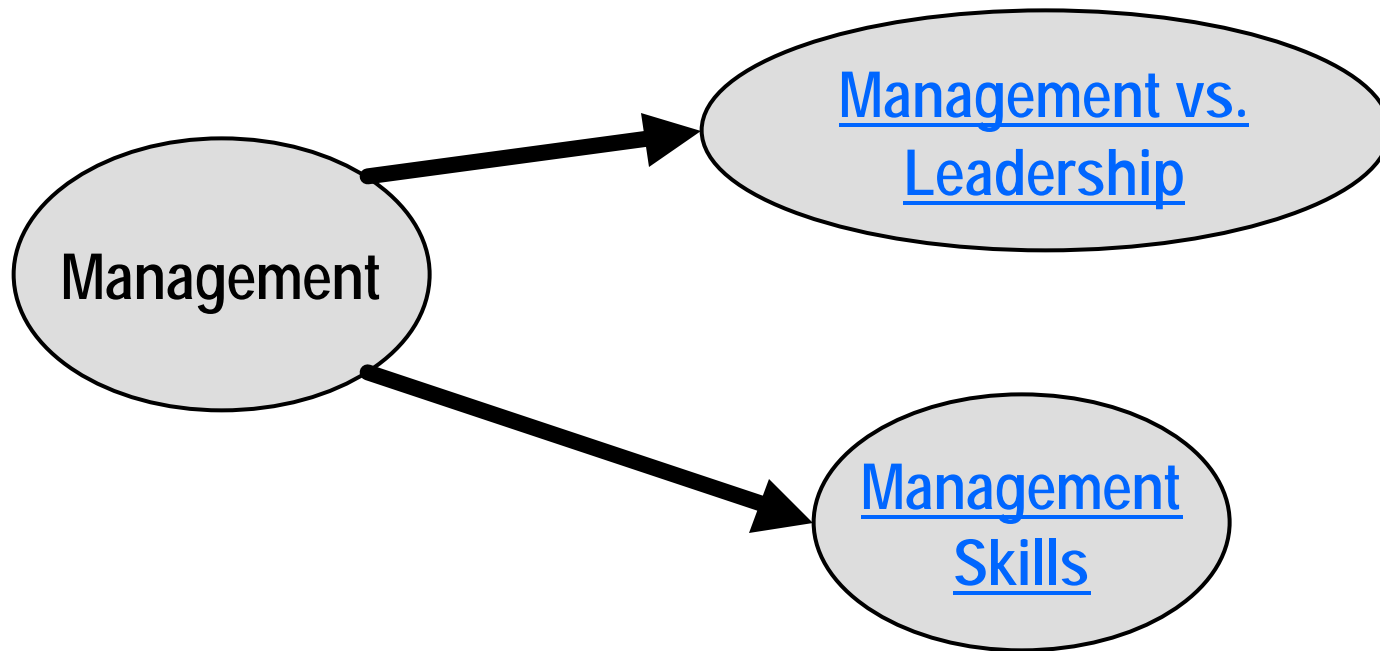
Laurence Peter



- With technology making it easier to exchange information between people, how will “smart mobs” change the ability of dictators to control people?

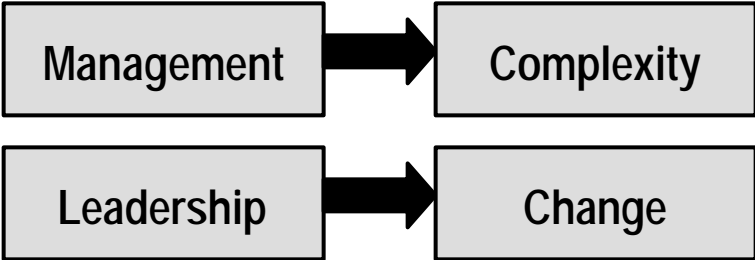
“ad-hocracy,” in which people cluster temporarily around information of mutual interest.

**Smart Mobs: The Next Social Revolution
by Howard Rheingold**



Management is dealing with complexity while leadership is dealing with change..
- John Kotter

Management vs. Leadership



Managers are people who do things right, while leaders are people who do the right thing.
- Warren Bennis

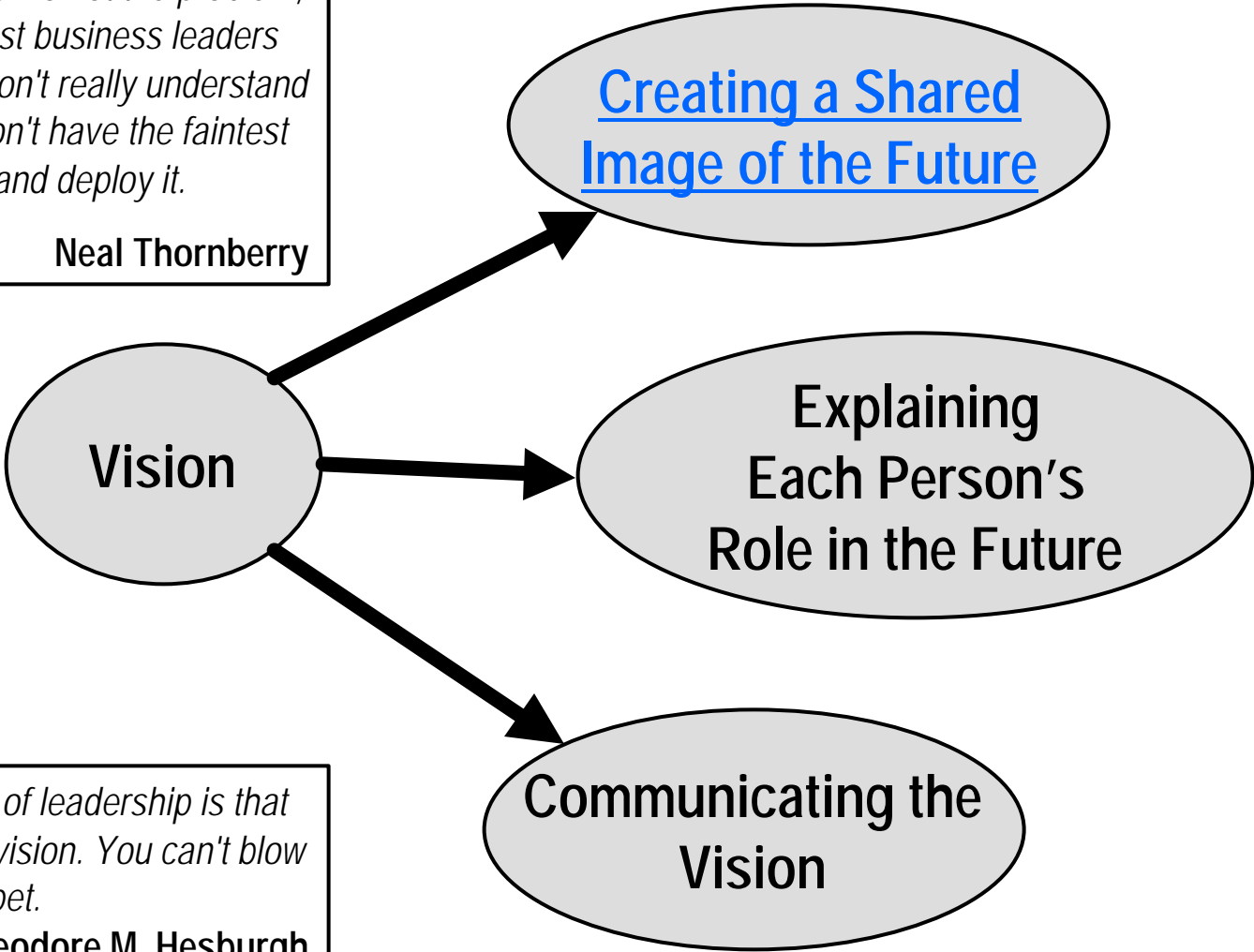
Management is doing things right; leadership is doing the right things.
- Peter F. Drucker

- Management Skills
 - Administrative Skills
 - Communication Skills
 - Interpersonal Skills
 - Leadership Skills
 - Motivation Skills
 - Organizational Knowledge
 - Organizational Strategy
 - Self-Management
 - Thinking Skills

Successful Manager's Handbook – Personnel Decisions

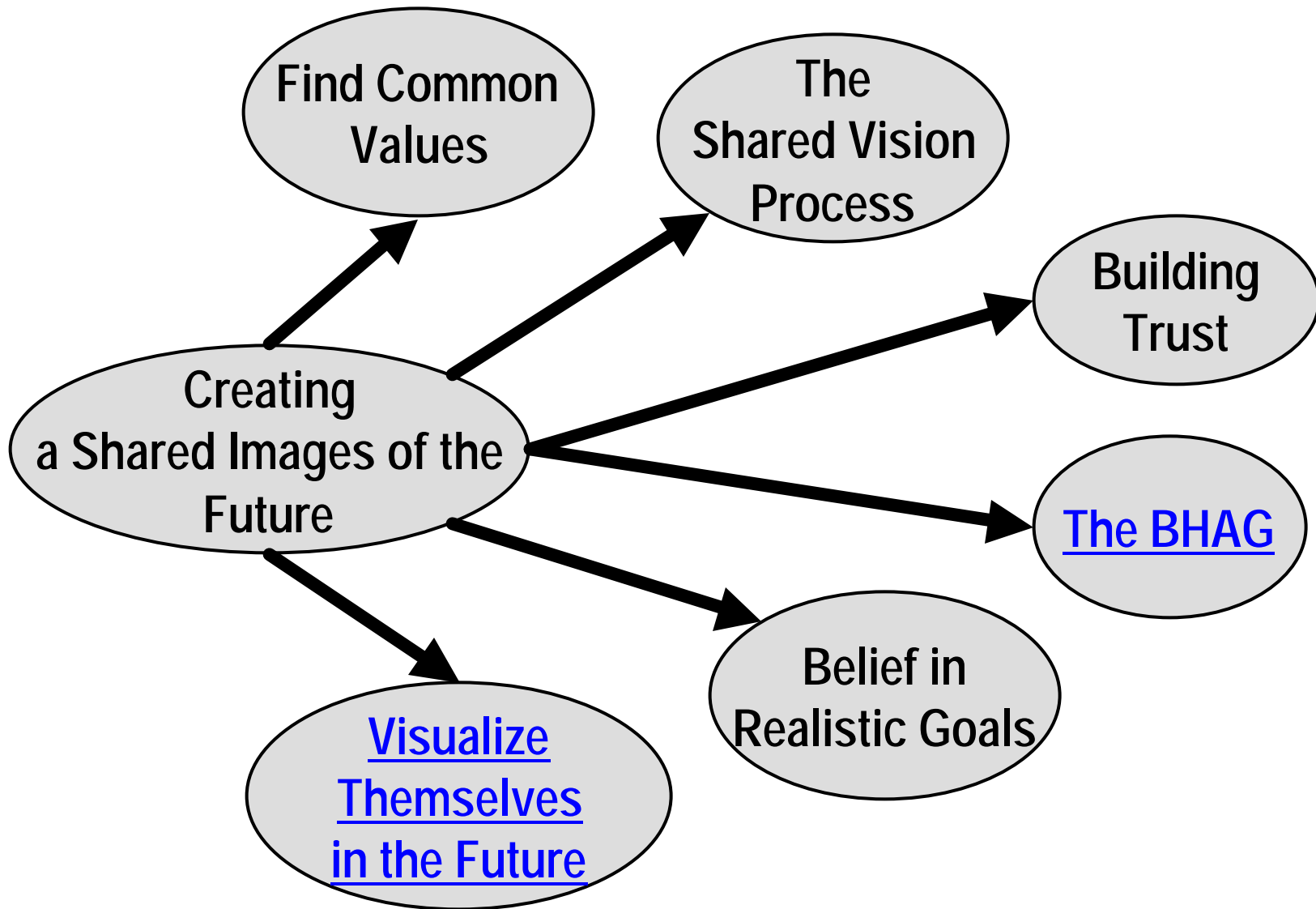
The concept of vision is not the problem, but the fact that most business leaders who use the term don't really understand it and worse still, don't have the faintest idea how to create and deploy it.

Neal Thornberry



The very essence of leadership is that you have to have vision. You can't blow an uncertain trumpet.

- Theodore M. Hesburgh





- Pronounced “Bee-Hag”
- A highly ambitious long term goal
- So visionary that you are not really even sure it is possible
- Something that is clearly stated and understandable by everyone
- Consistent with your organizations values and purpose
- A high risk of success – up to 50% probability of failure

From *Built to Last* – by Colins and Porras

Helping People
Visualize Themselves
in the Future

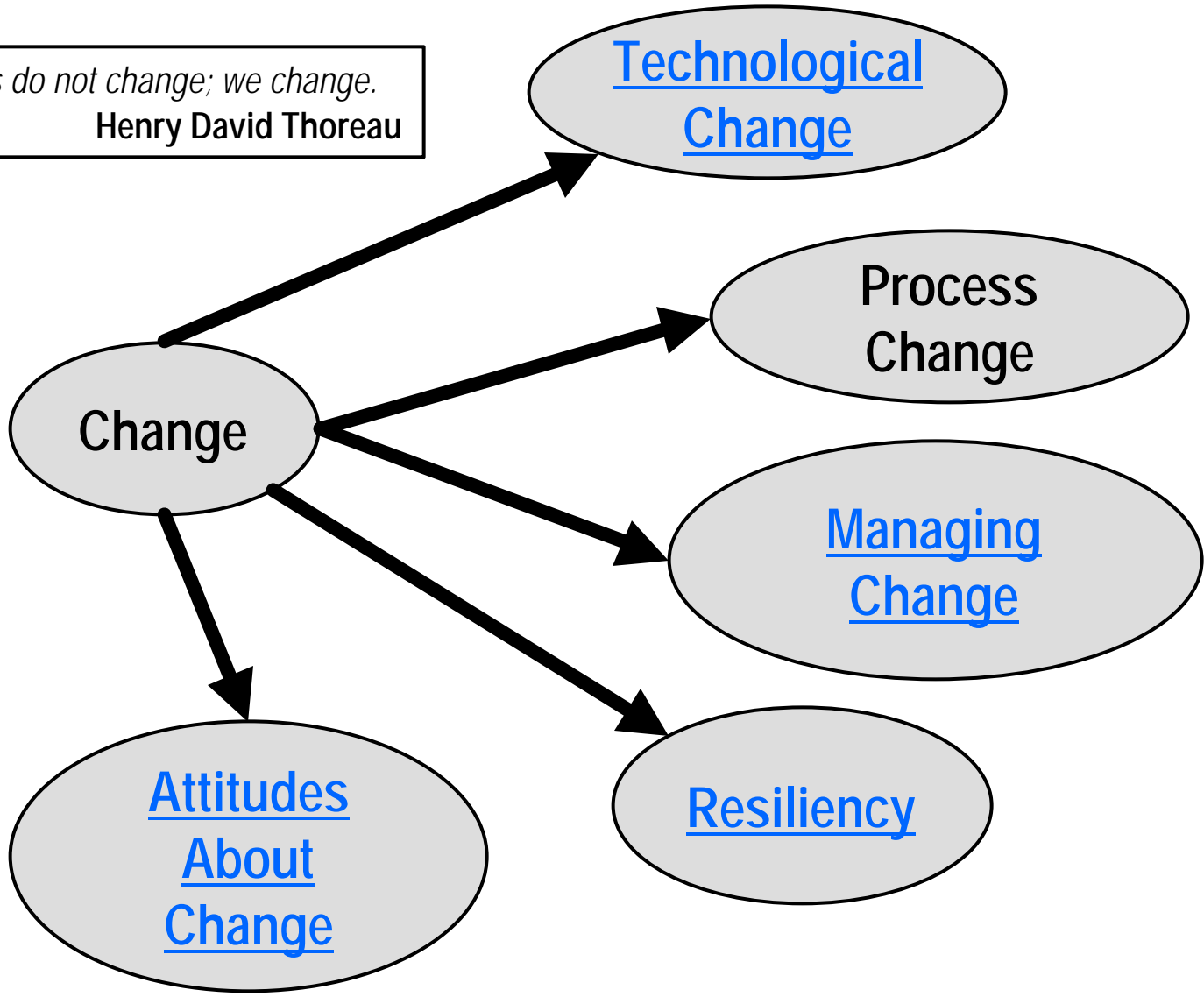
Good leaders make people feel that they're at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens people feel centered and that gives their work meaning.

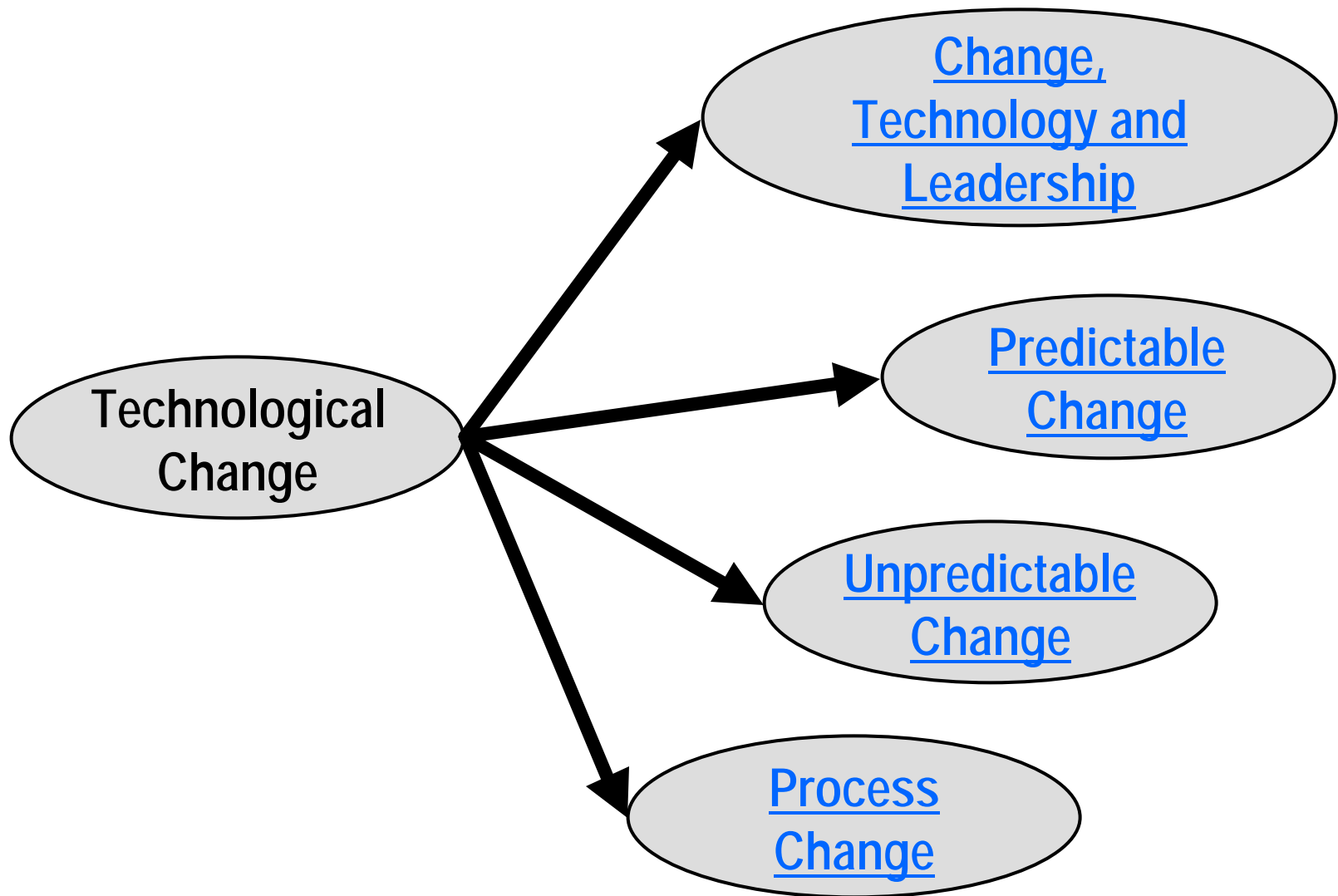
Warren Bennis

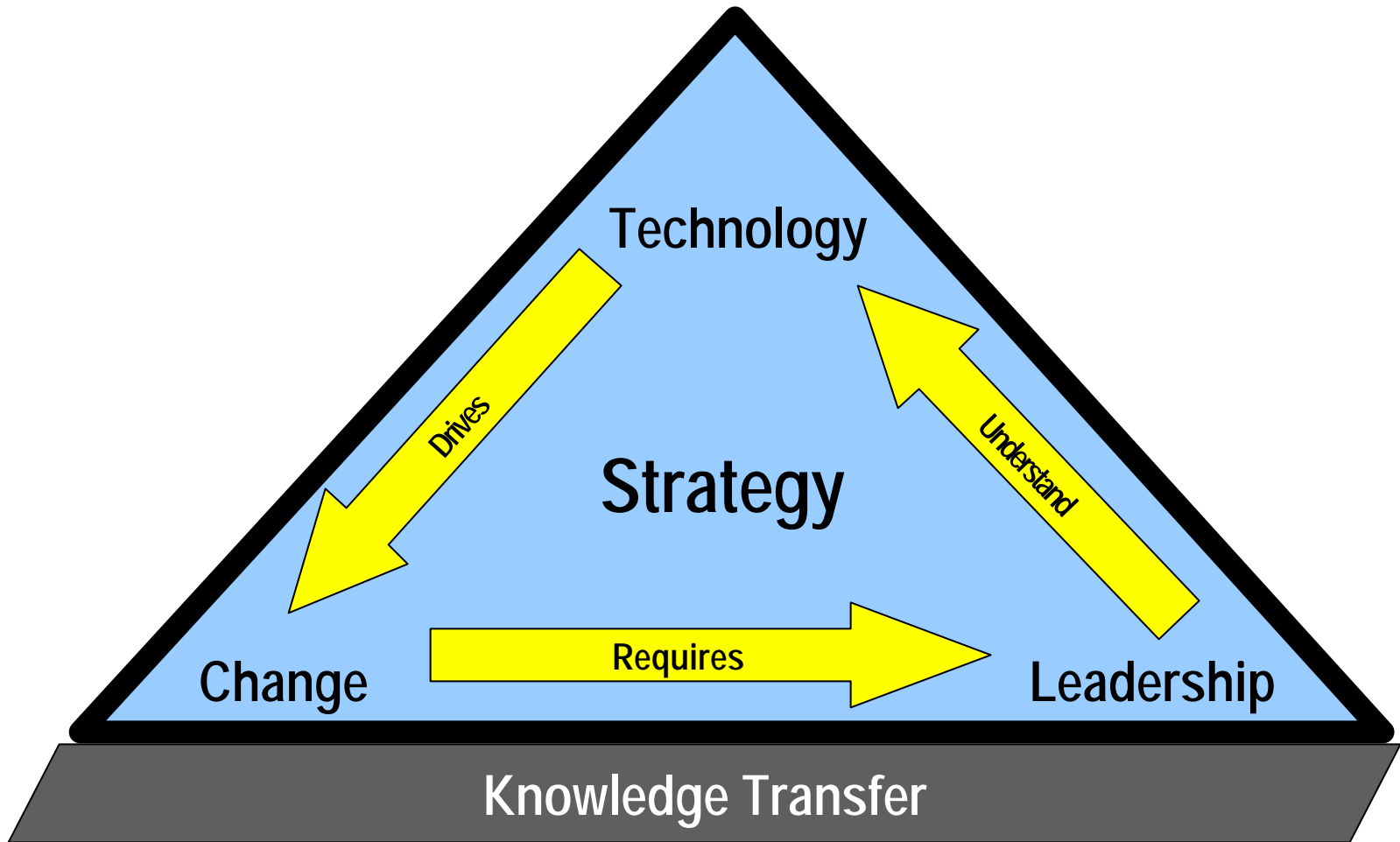
A Vision is a picture or view of the future. Something not yet real but imagined. What the organization could and should look like. Part analytical and part emotional.

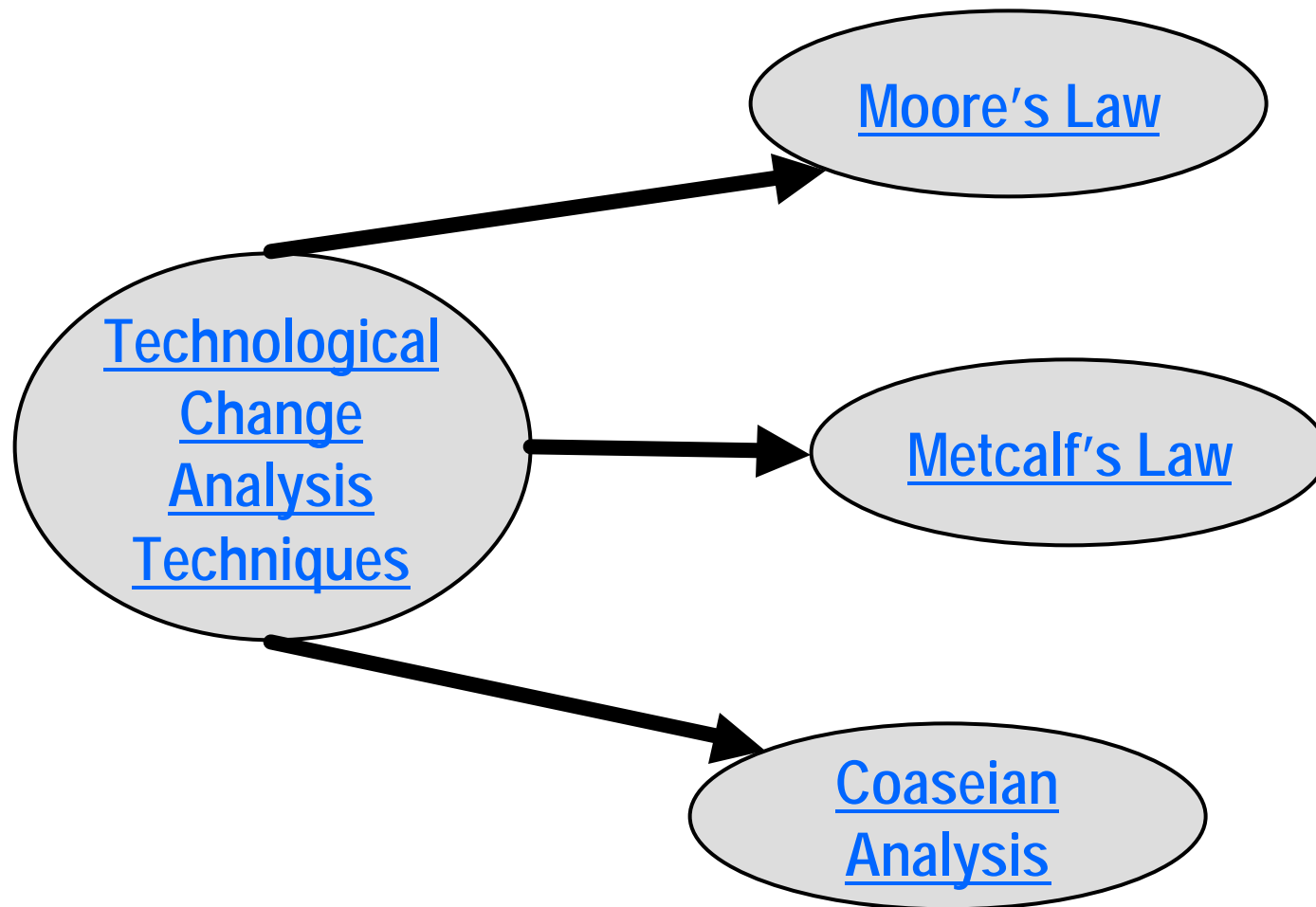
Neal Thornberry

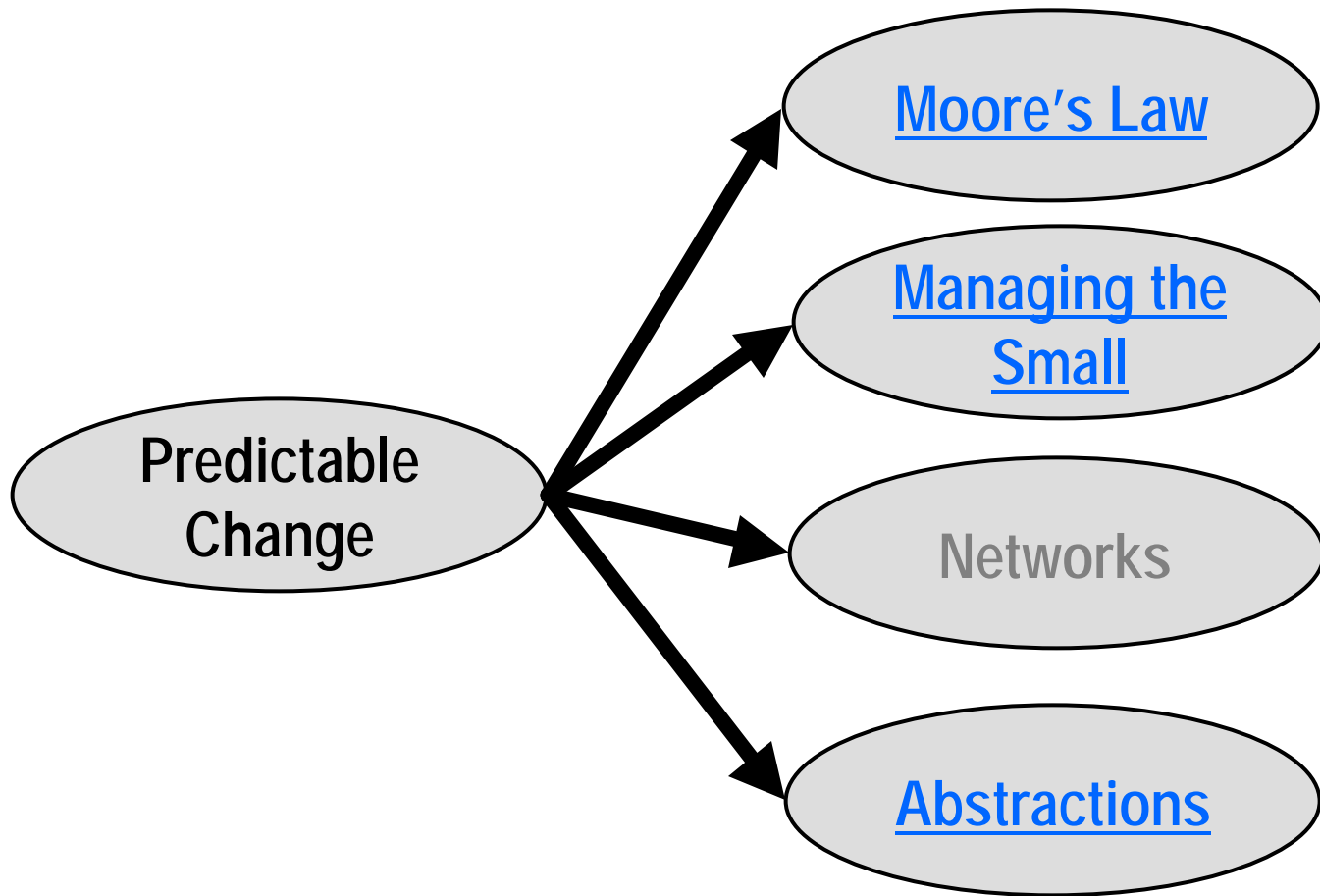
Things do not change; we change.
Henry David Thoreau

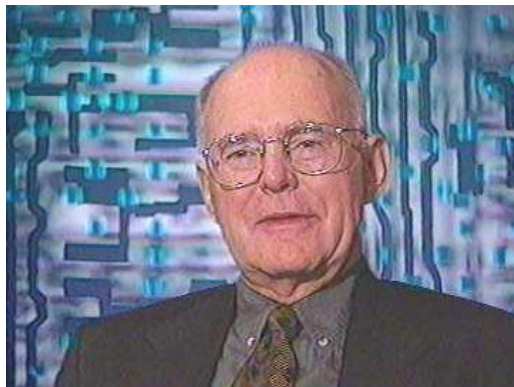
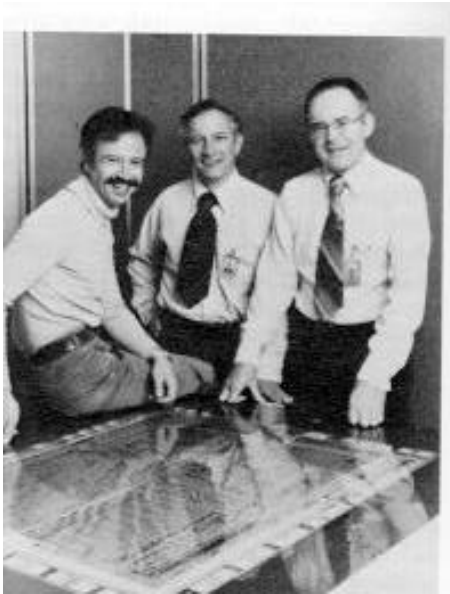








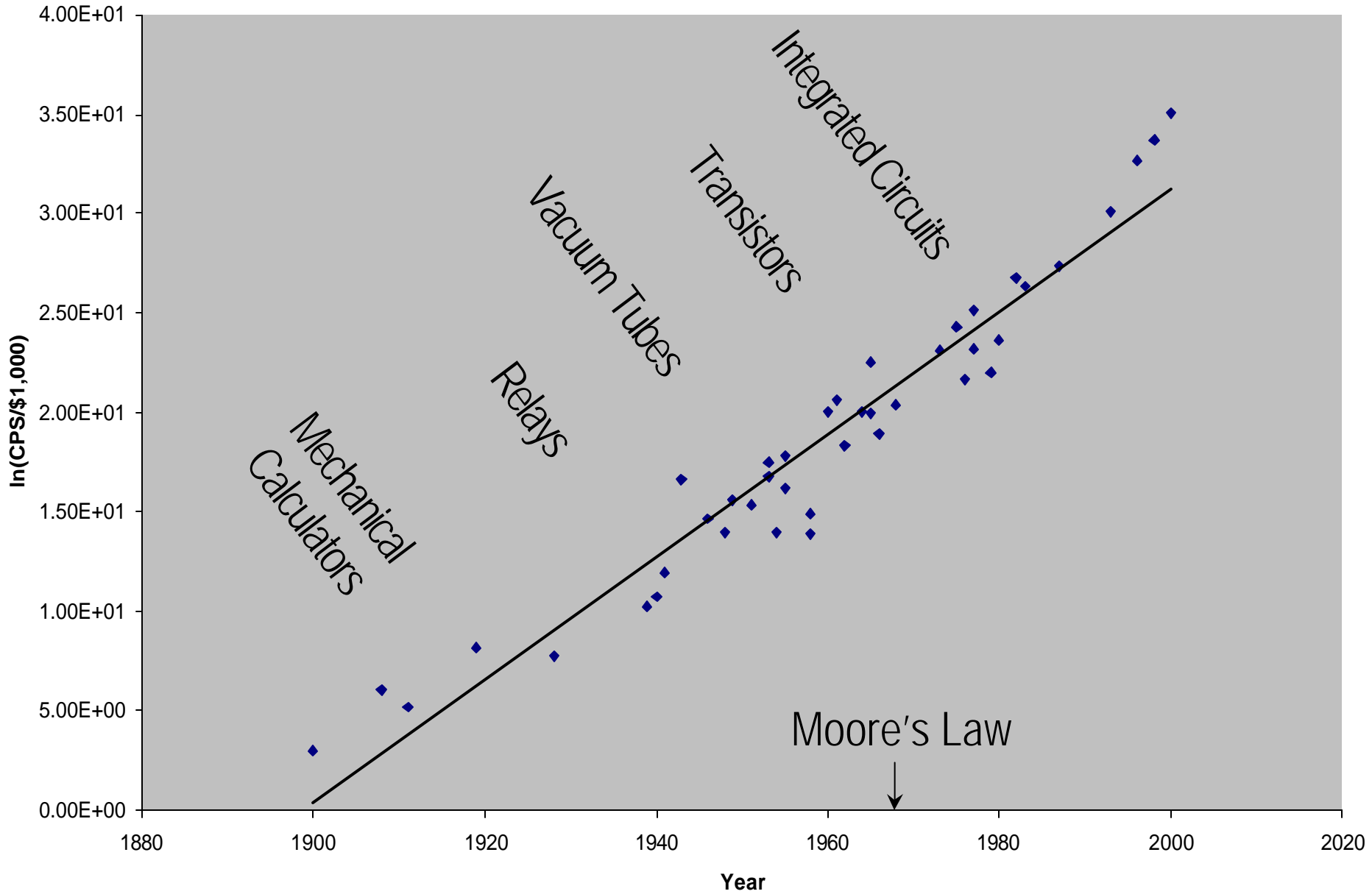


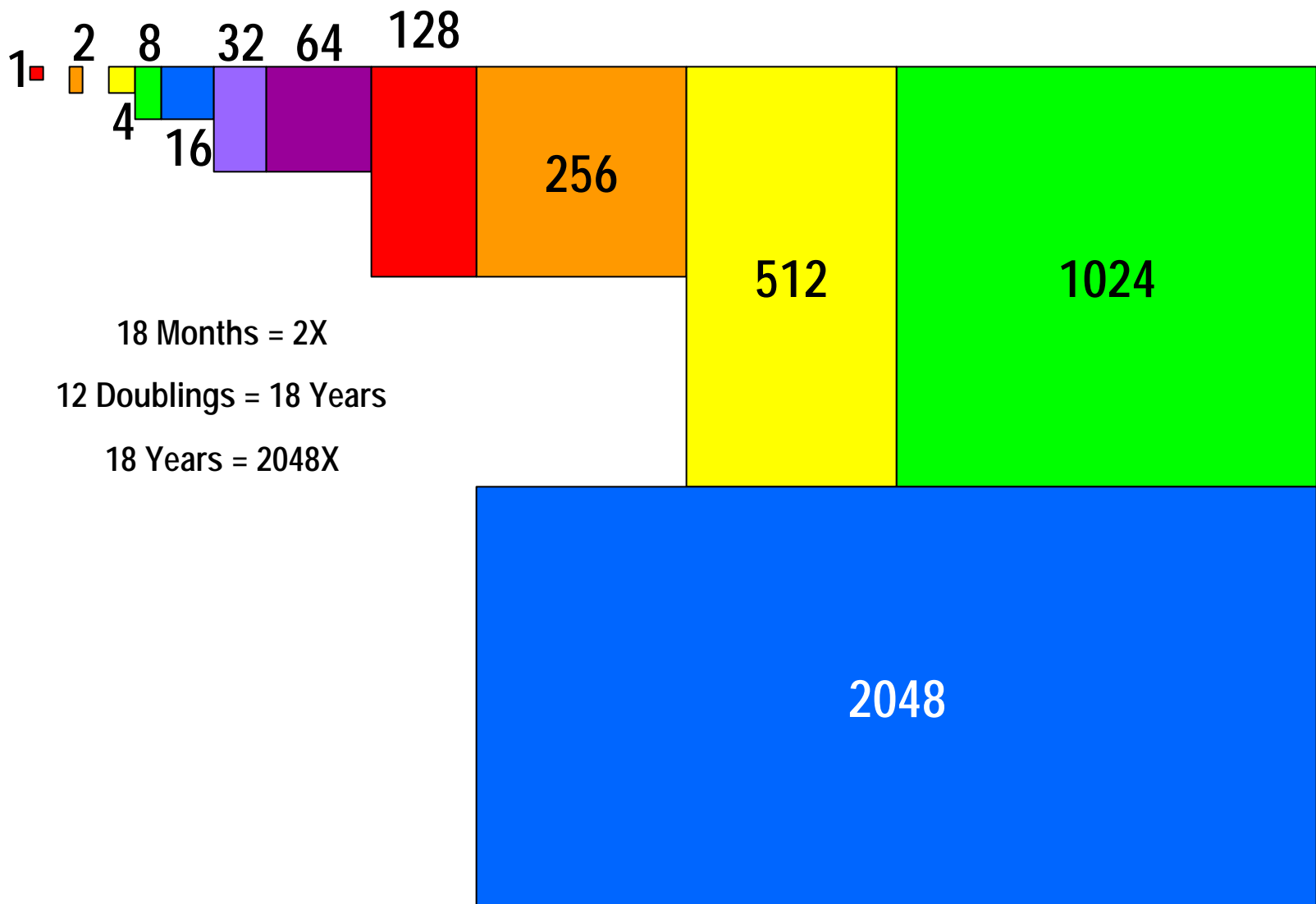


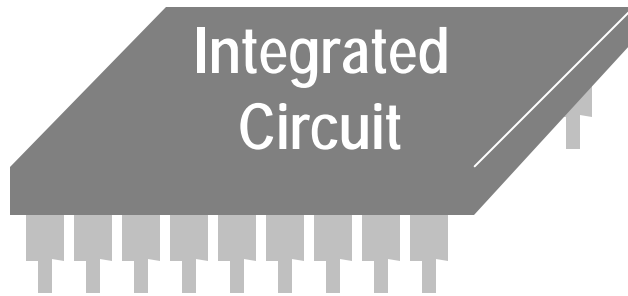
- First observed in 1965 by Gordon Moore, an engineer at Intel
- Density of integrated circuits was doubling every 18 months
- Computer chips dropped in price by 50% every 18 months
- \$1 has twice the purchasing power 1.5 years from now



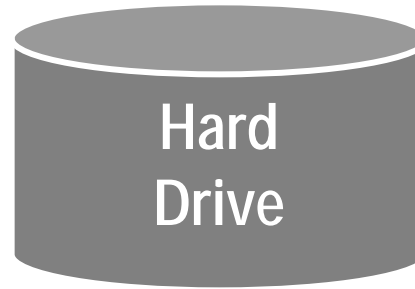
Calculations Per Minute Purchased by \$1,000 Since 1900







**Processing
Power**



**Storage
Density**



**Network
Bandwidth**

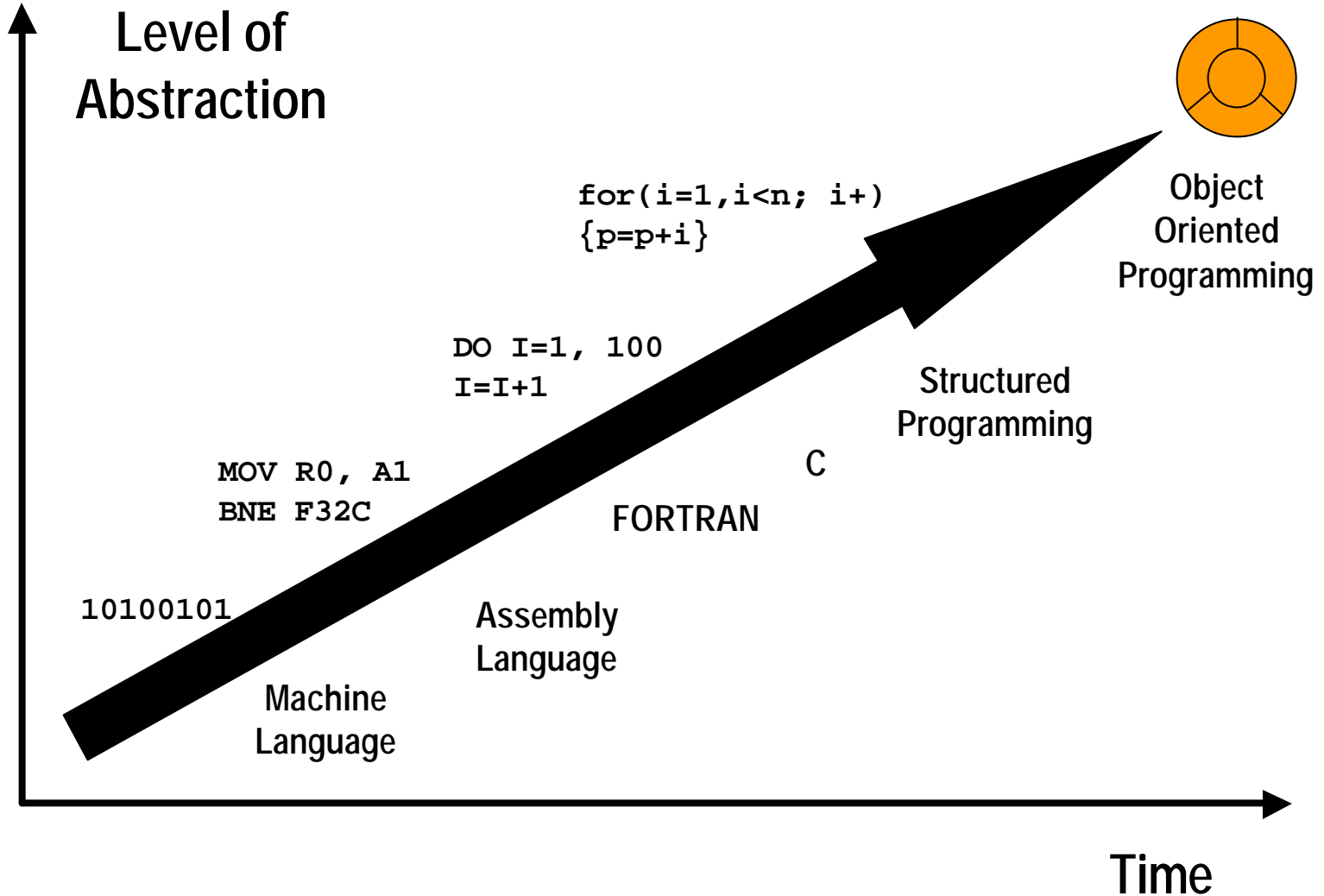
The smaller the better...

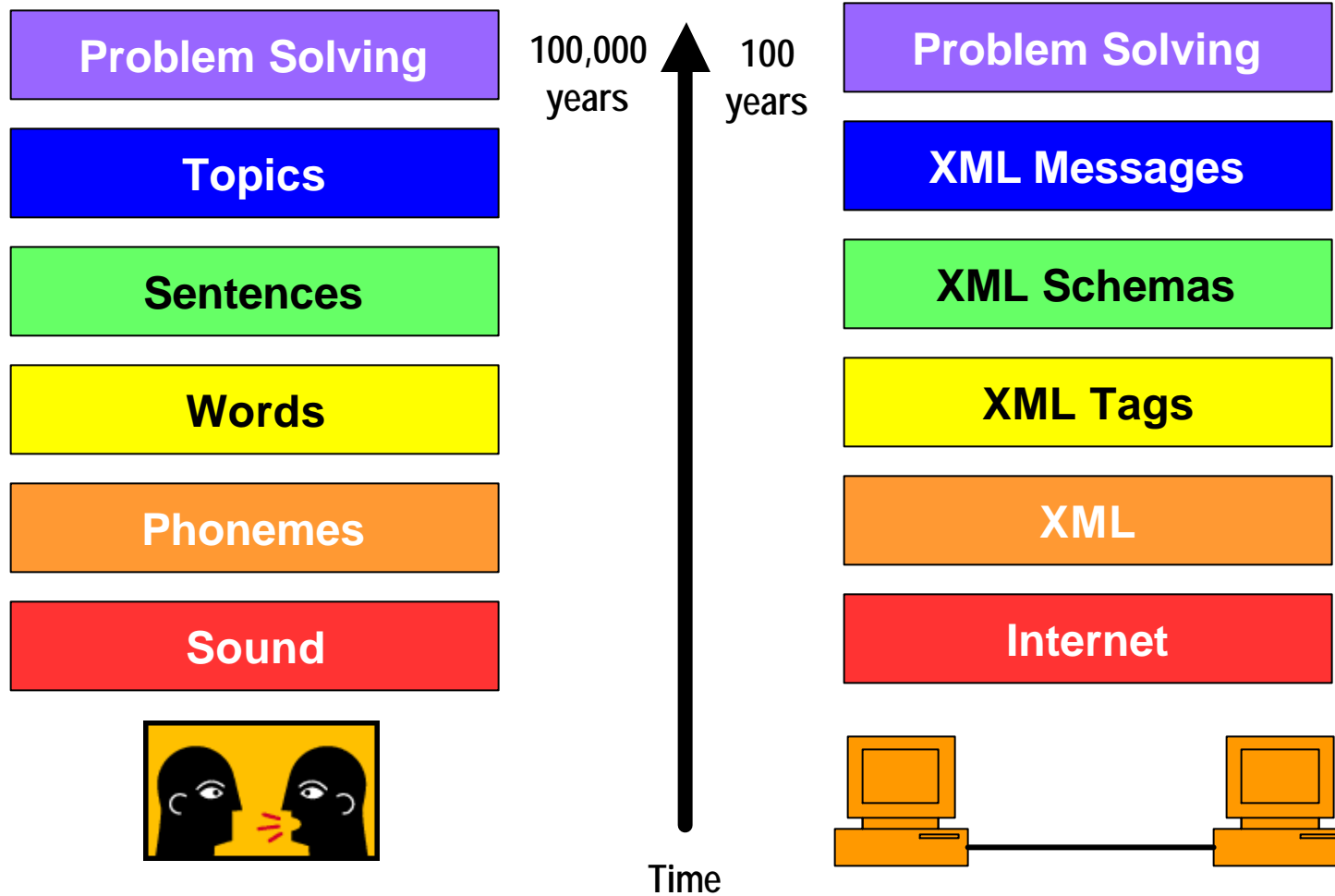


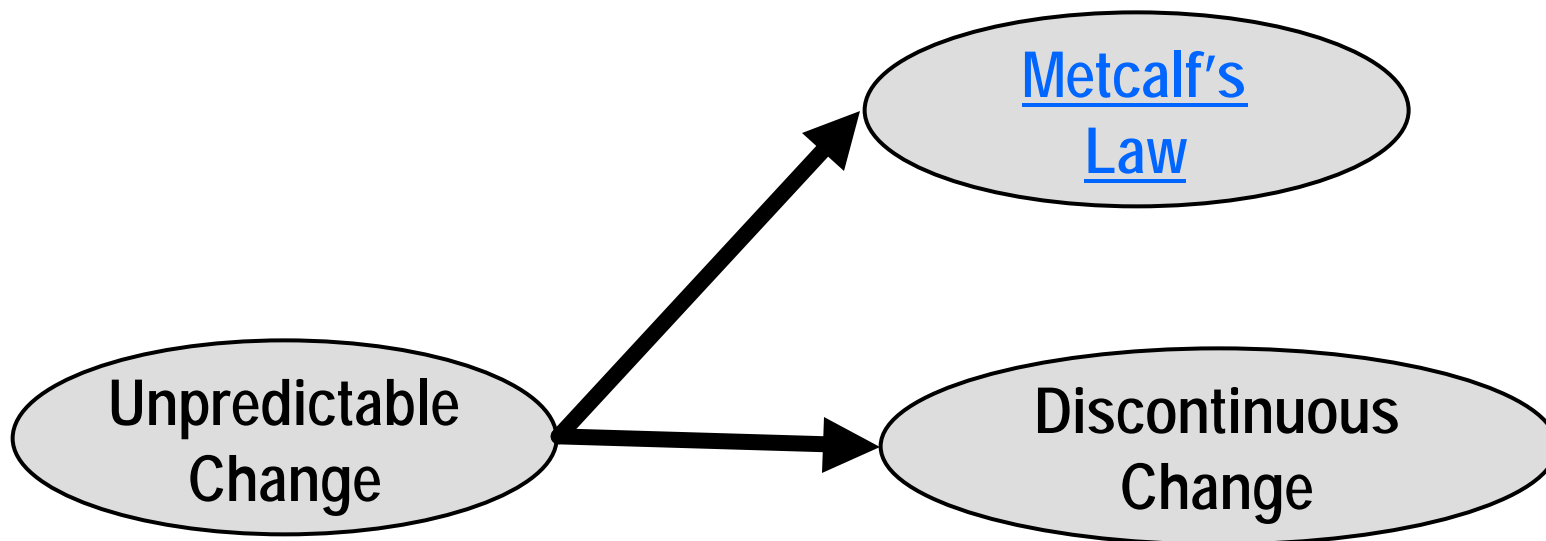
Ronald Coase

- Asked a simple question: “Why are companies the size they are?”
- Decision to outsource a function or do it “in-house” determines company size
- Transaction Costs
 - Cost to search for solutions, learn about products, bargain with suppliers, make purchasing decision, police service, enforce fulfillment

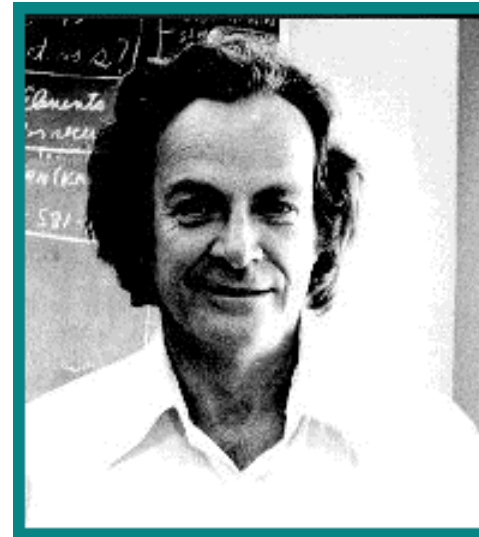
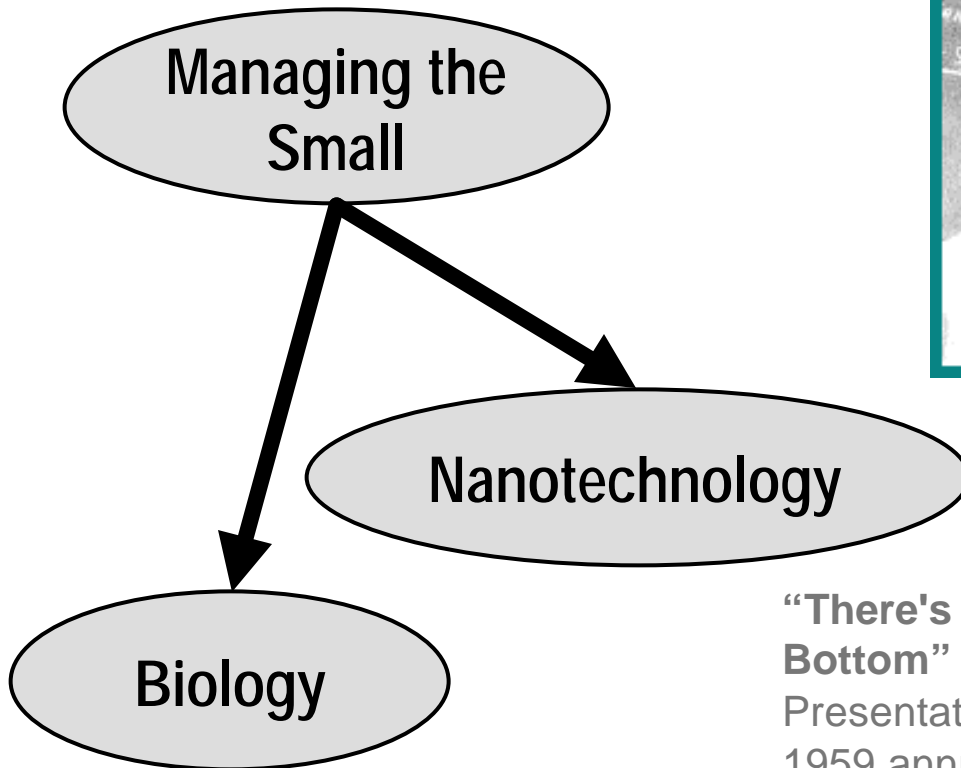








The Innovators Dilemma:
When New Technologies Cause Great Firms to Fail
Clayton M Christensen



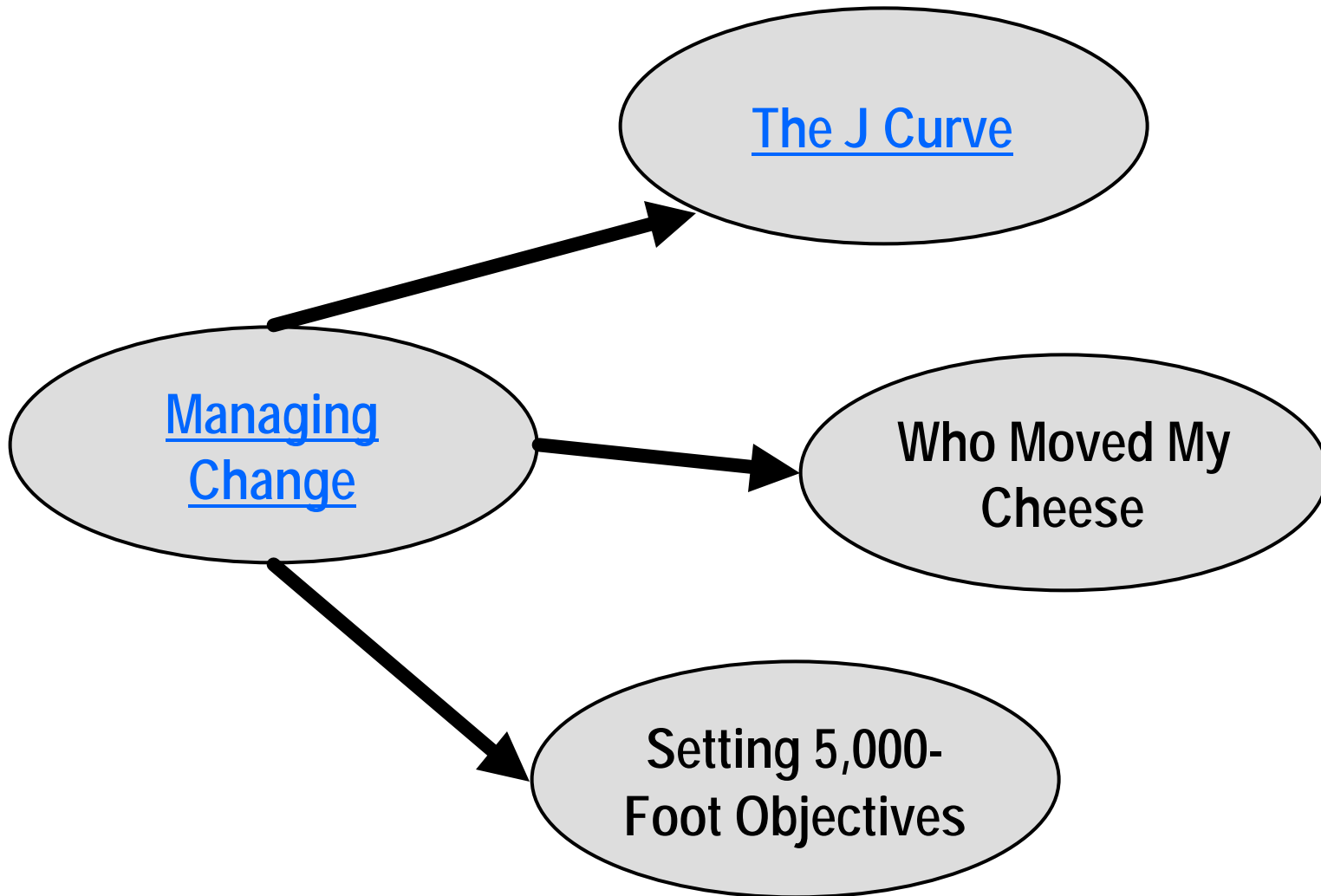
Richard Feynman

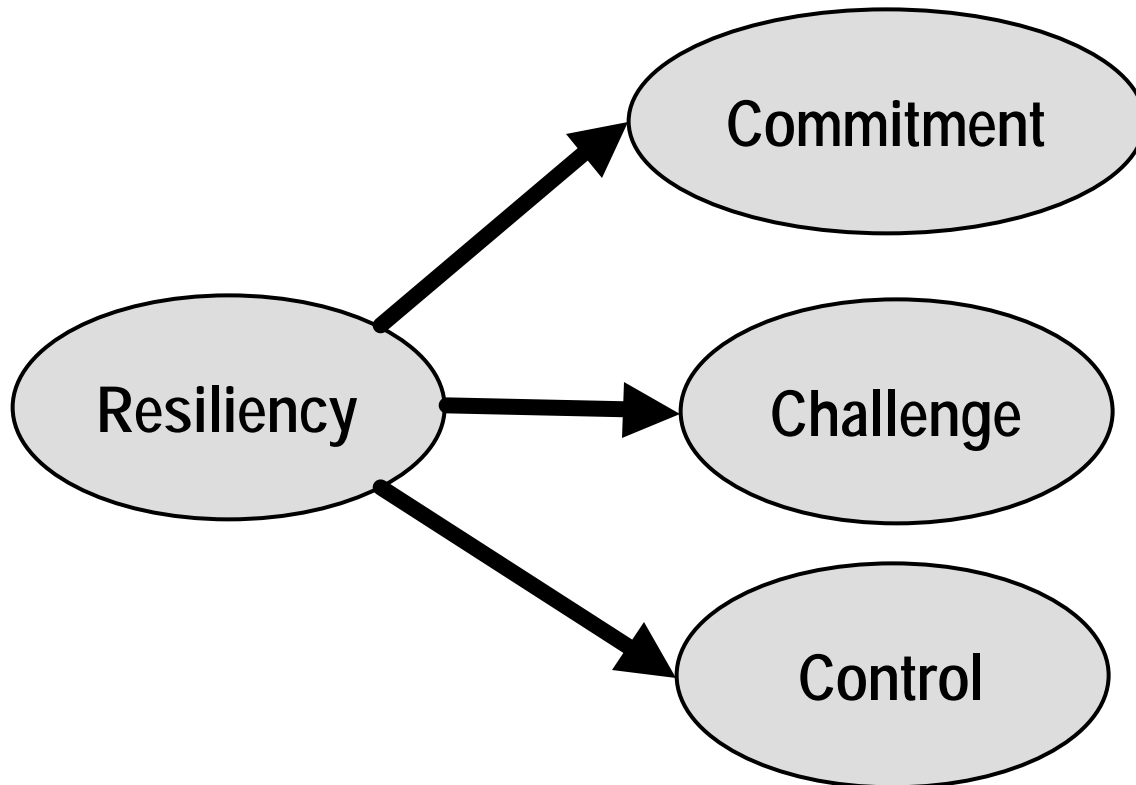
“There's Plenty Of Room At The Bottom”

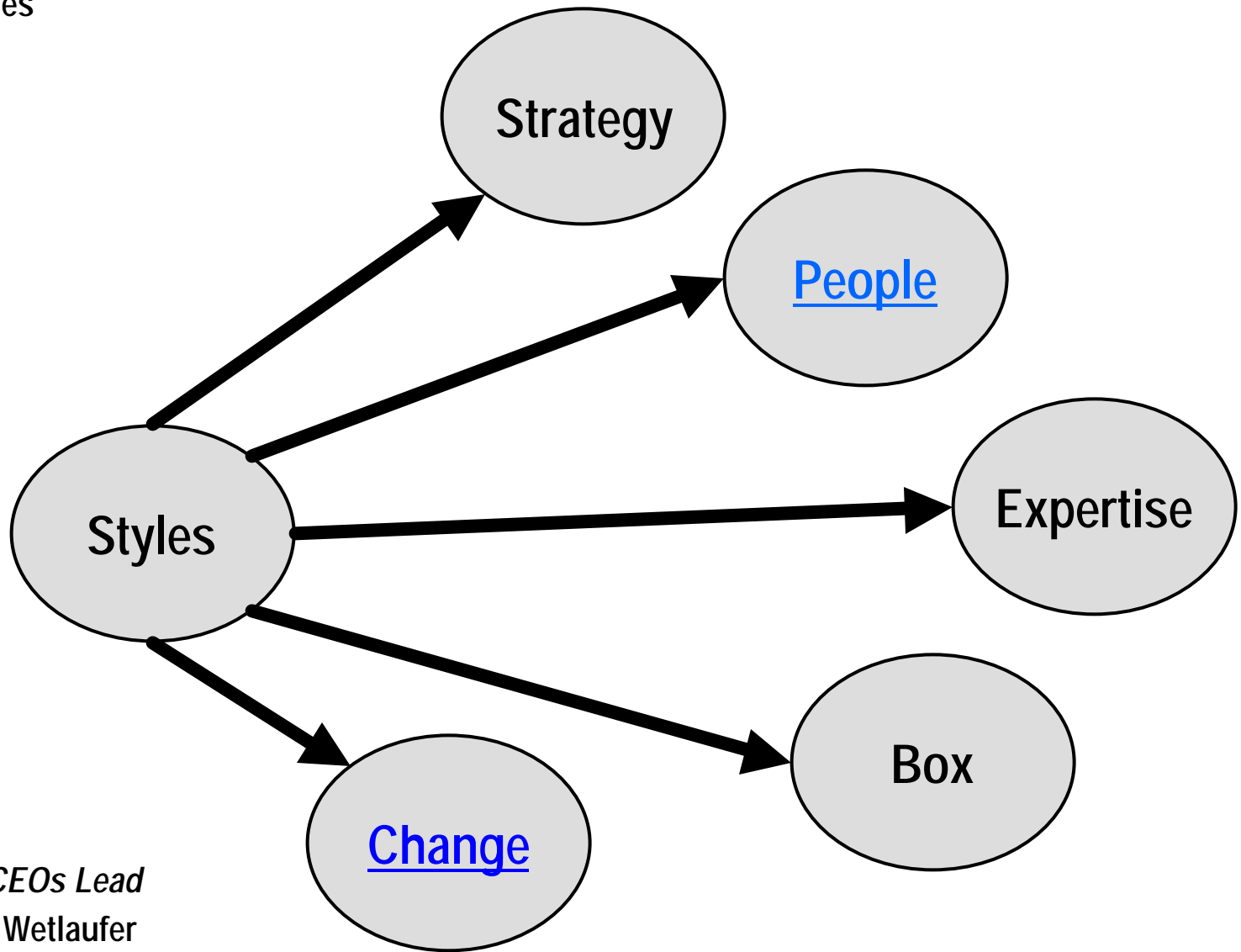
Presentation from the December 29th 1959 annual meeting of the American Physical Society at the California Institute of Technology



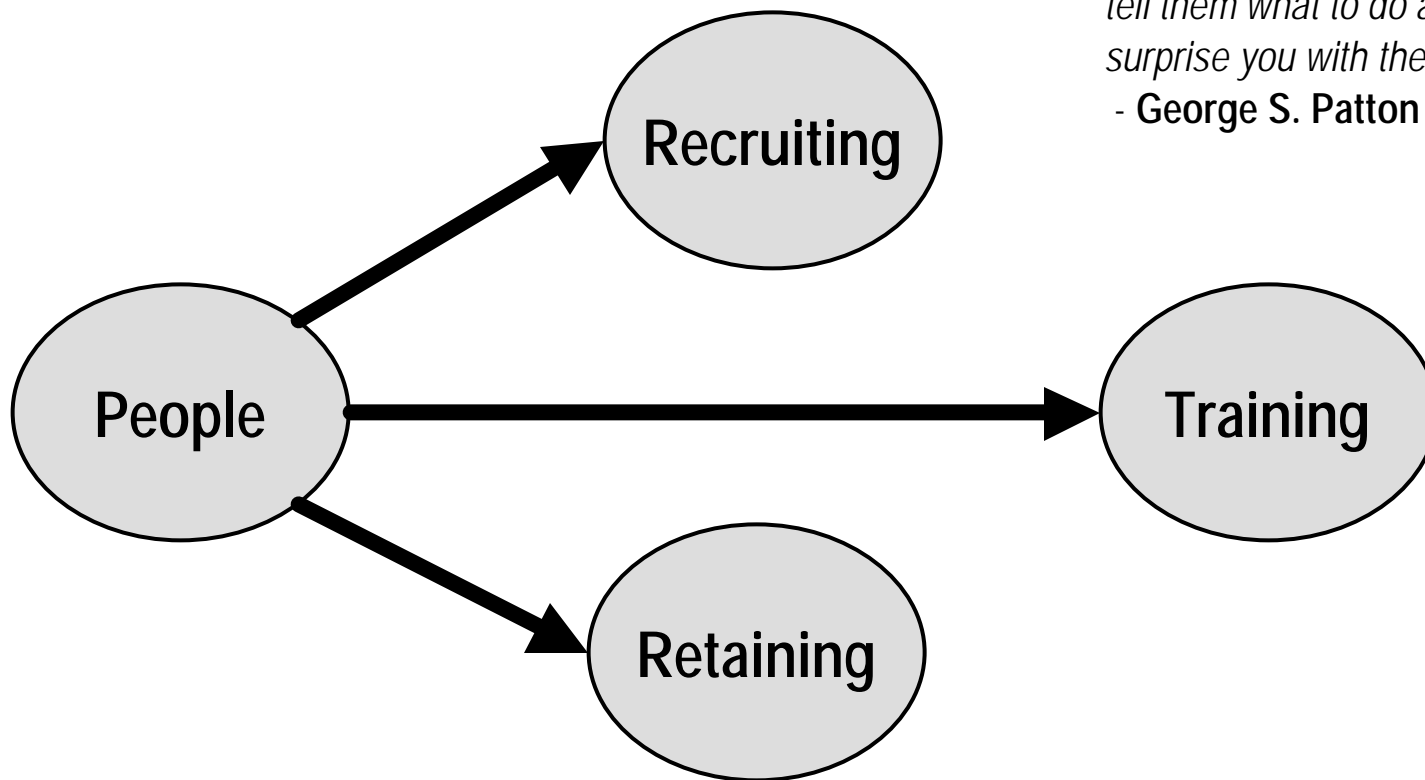
- Metcalf's Law
- The value of a network increases **exponentially** the more people are using it
- Standards
 - FAX
 - Web: 1992 <1% to 1996 >90%
 - XML: technology for “spontaneous exchange of structured data between computer system”







The Ways CEOs Lead
Farkas and Wetlaufer

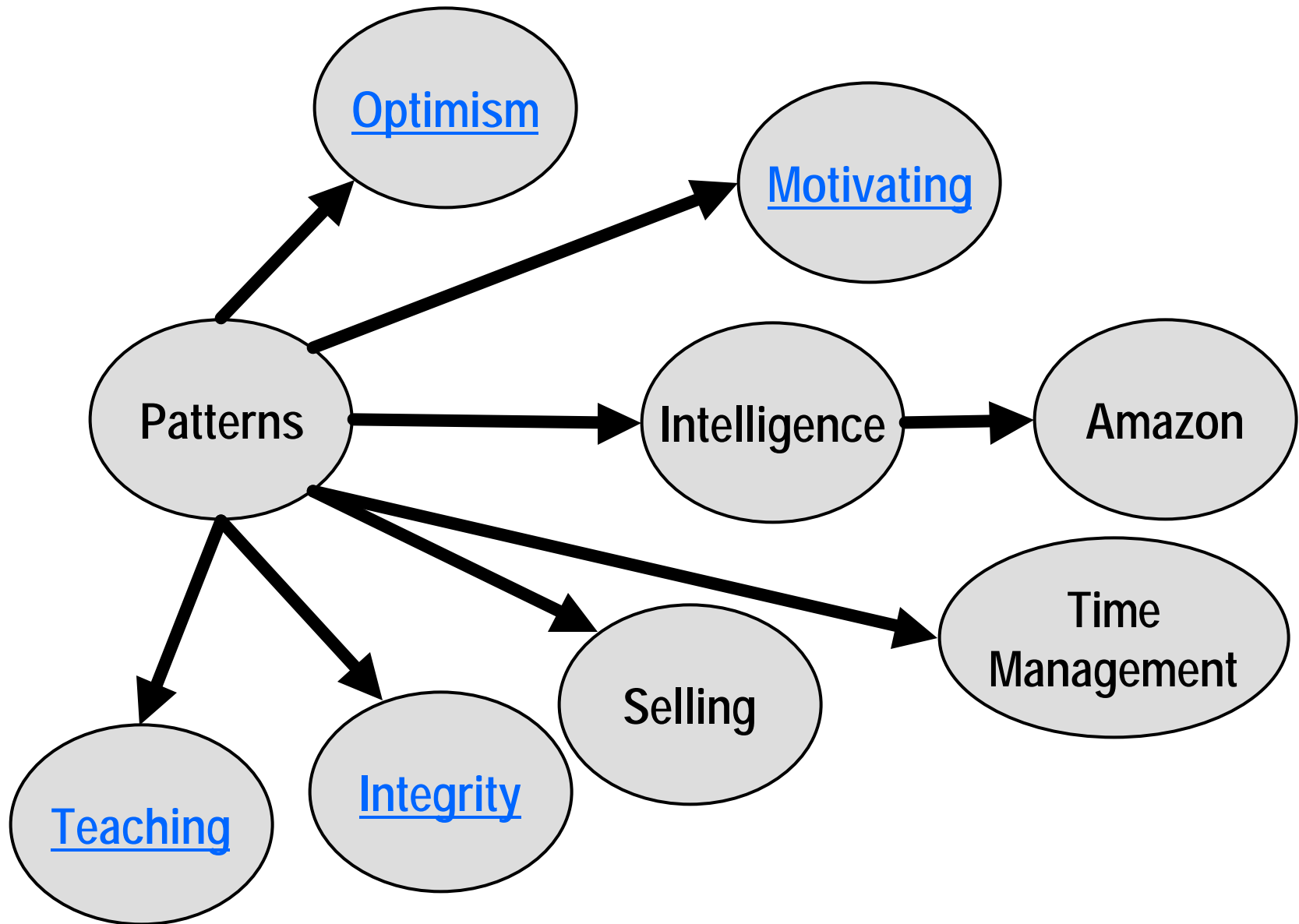


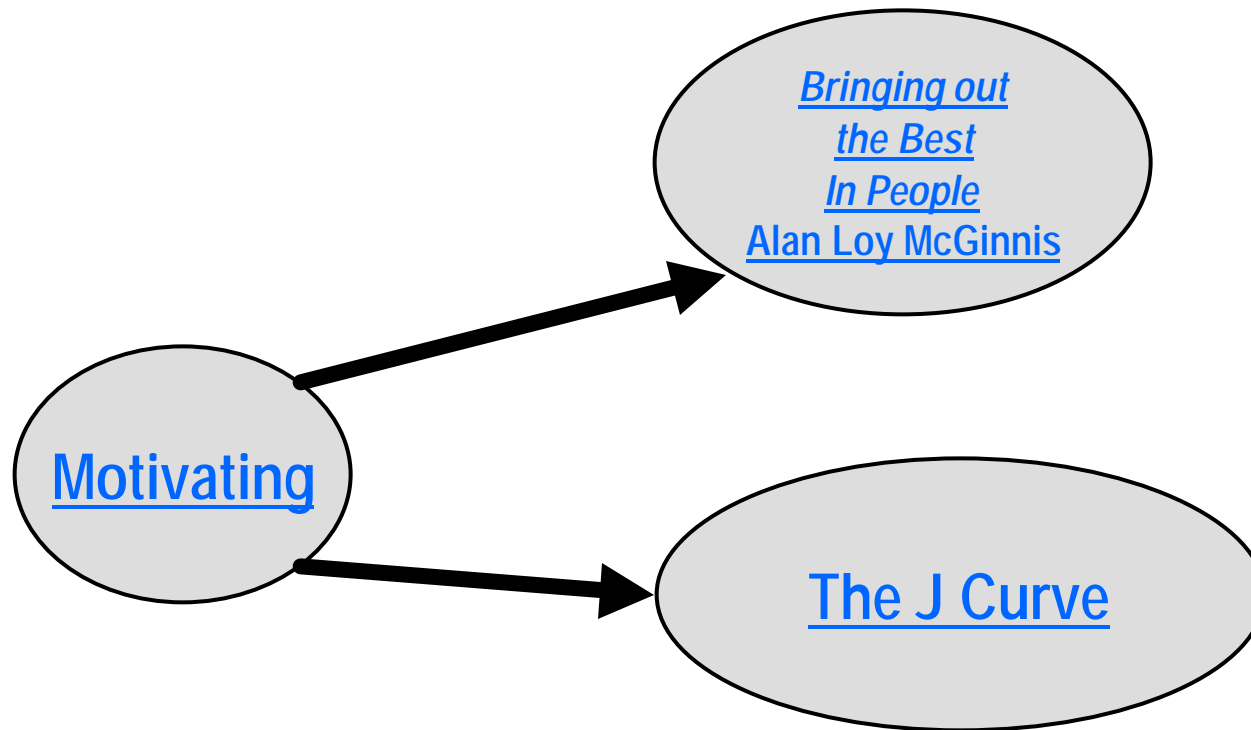
*Don't tell people how to do things,
tell them what to do and let them
surprise you with their results.*
- George S. Patton

*The best executive is the one who has sense enough to pick
good men to do what he wants done, and self-restraint to
keep from meddling with them while they do it.*
- Theodore Roosevelt

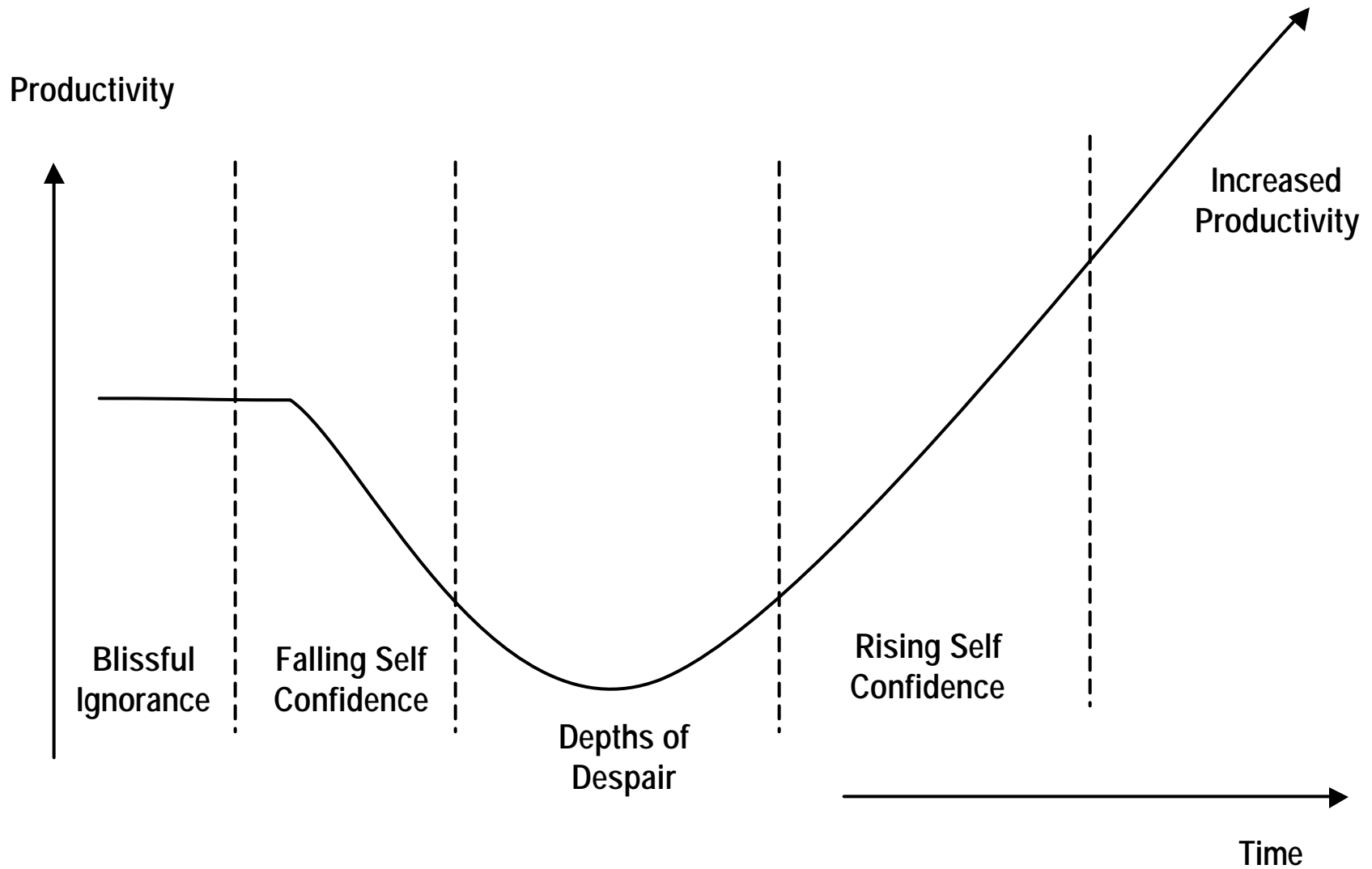
“The Box” Style of Leadership

- Creating, Communicating and Monitoring an explicit set of controls
- Process Creation, Workflow, Orchestration
- Highly Regulated Environments





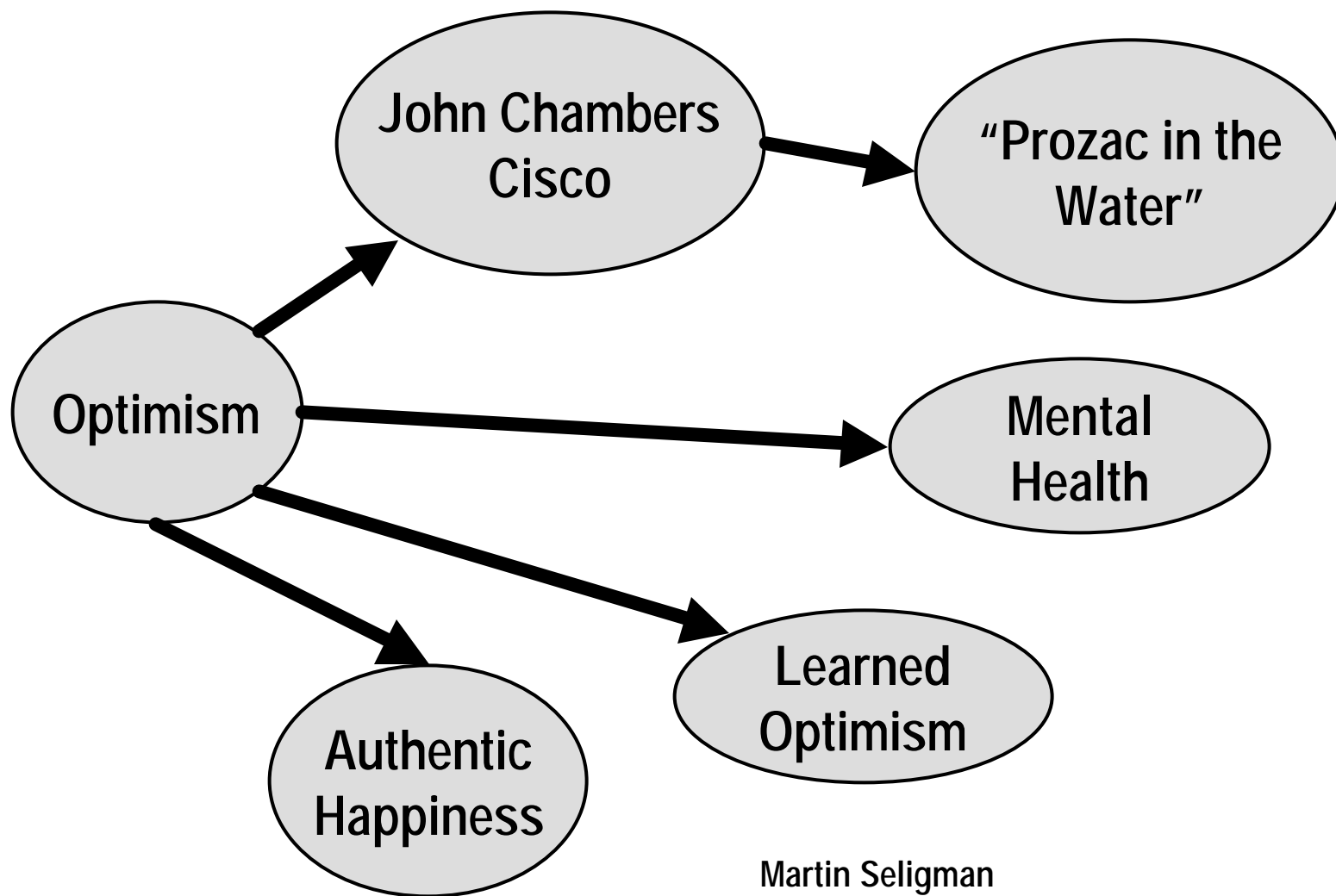
If your mind can conceive it, and if you can believe it, you can achieve it.
-Mary Kay Ash

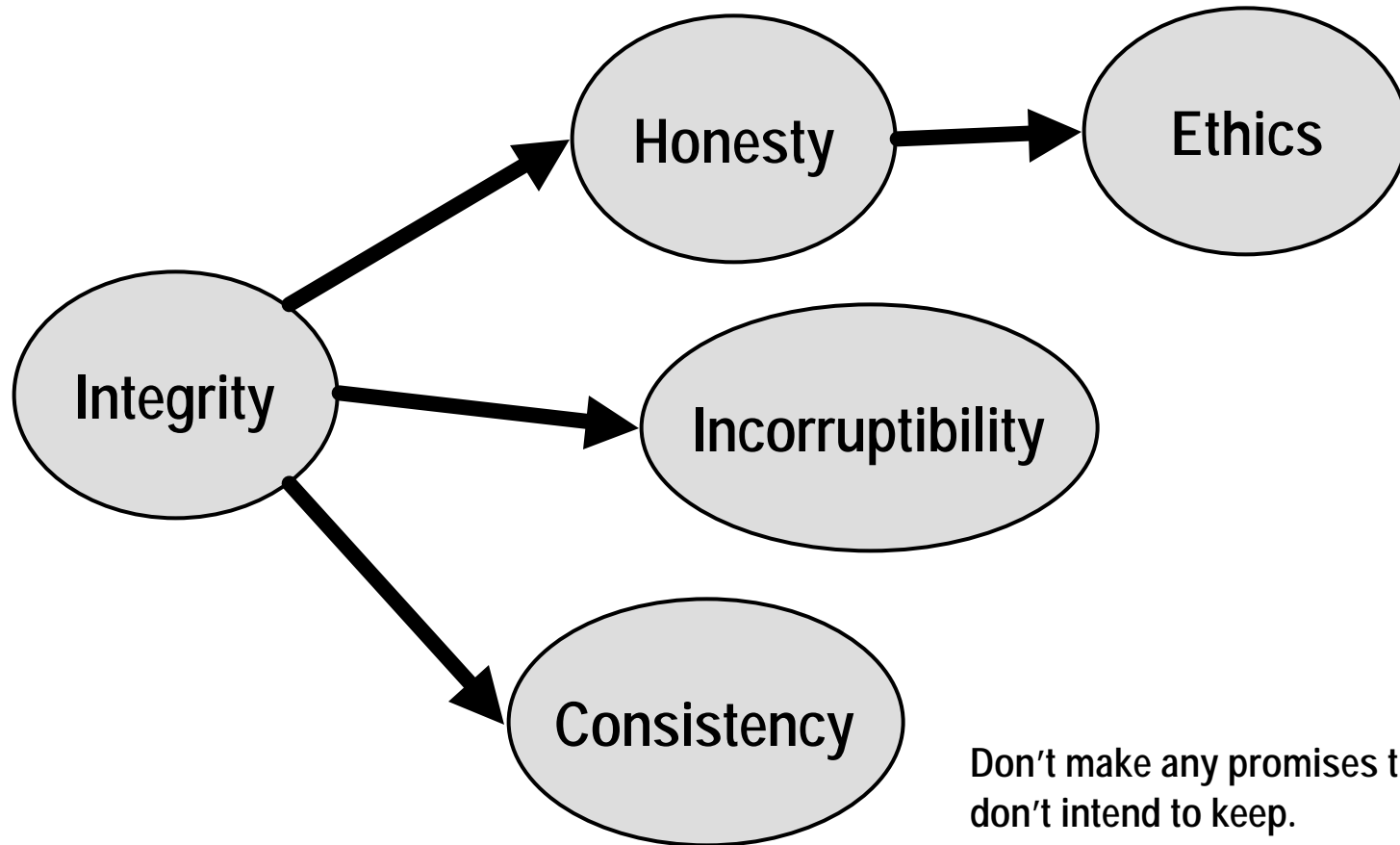


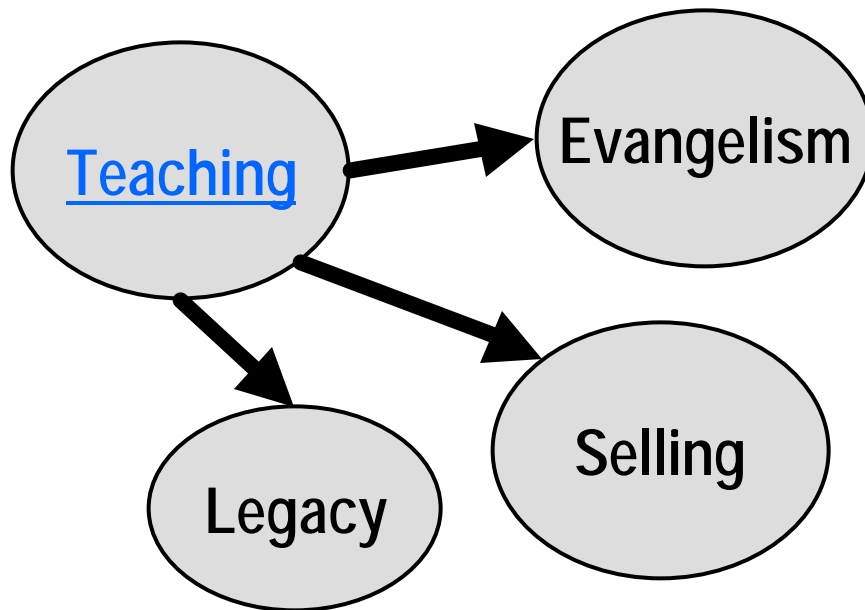
12 Rules for Brining Out the Best in People

1. Expect the best from the people you lead.
2. Make a thorough study of the other person's needs.
3. Establish high standards for excellence.
4. Create an environment where failure is not fatal.
5. If they are going anywhere near where you want to go, climb on other people's bandwagons.
6. Employ models to encourage success.
7. Recognize and applaud achievement.
8. Employ a mixture of positive and negative reinforcement.
9. Appeal sparingly to the competitive urge.
10. Place an premium on collaboration.
11. Build into the group an allowance for storms.
12. Take steps to keep your own motivation high.

Bringing Out the Best in People - Alan Loy McGinnis







Leaders help others to succeed.
- Erin Templet

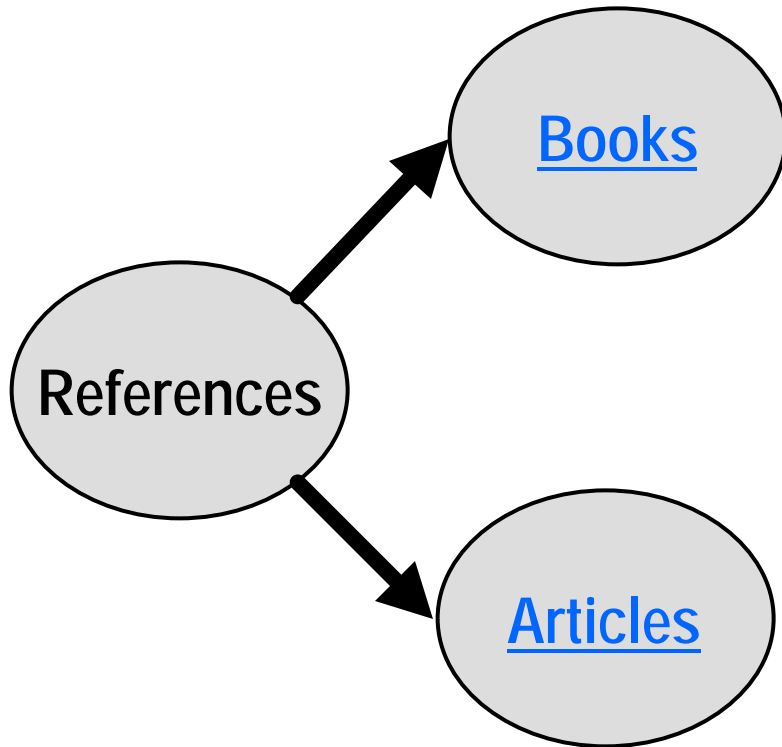
*Good leaders do not always just lead,
they teach others to lead.*

The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on. . . . The genius of a good leader is to leave behind him a situation which common sense, without the grace of genius, can deal with successfully.

- Walter Lippmann

The number one failure of leaders is their failure to reproduce other leaders.

- **Jack Elwood**



As of November 30th Amazon listed 10,047 books on leadership.

From Harvard Business Review on Leadership

The New Machiavelli – The Art of Politics in Business - Alistair McAlpine

Authentic Happiness – Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment - Martin Seligman

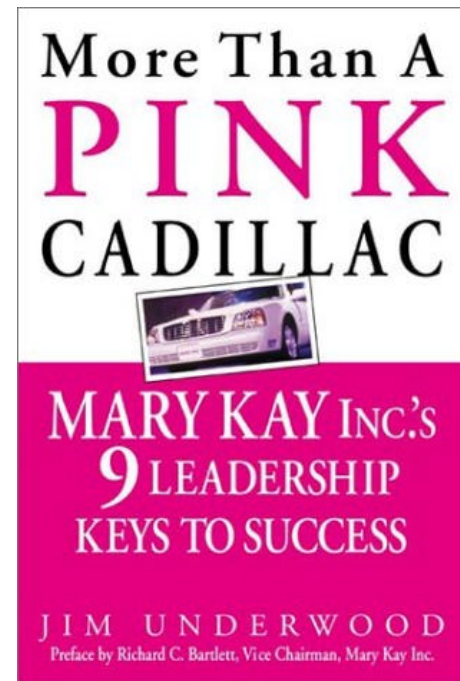
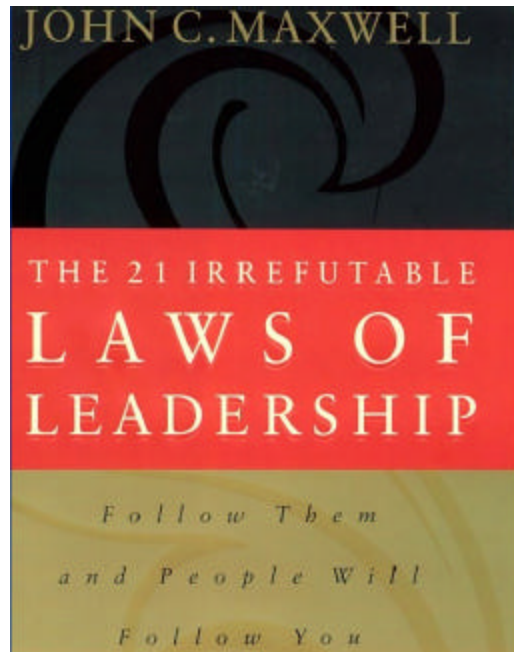
Working with Emotional Intelligence – Daniel Goleman

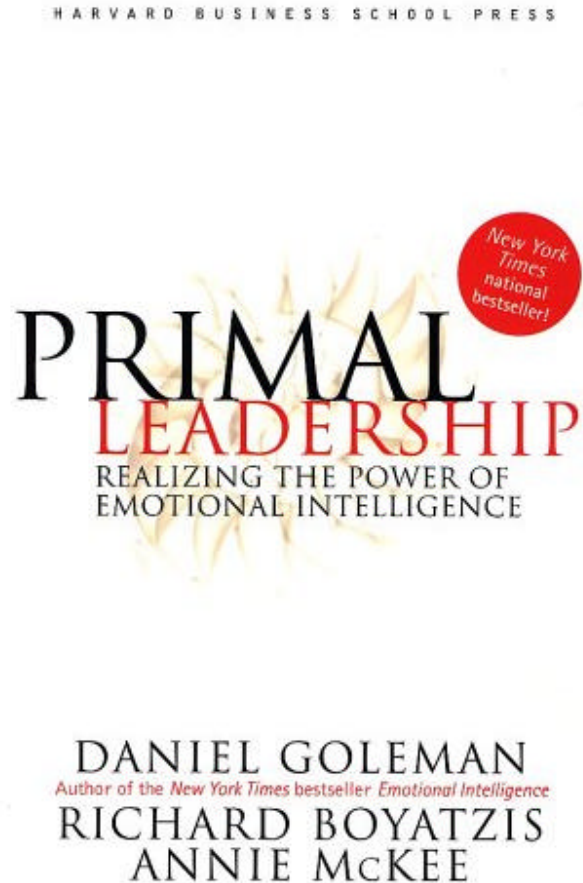
The Innovator's Dilemma – When New Technologies Cause Great Firms to Fail – Clayton Christensen

Bringing Out the Best in People – Alan Loy McGinnis

All 10047 results for Leadership :

Sort by:





Studies the relationship between emotional intelligence and leadership.

EQ is the emotional quotient

EQ is very different from IQ

Self-Awareness – Knowing one's internal state, impulses and resources – "self awareness fidelity"

Self-Regulation – Managing ones internal states, impulses and resources

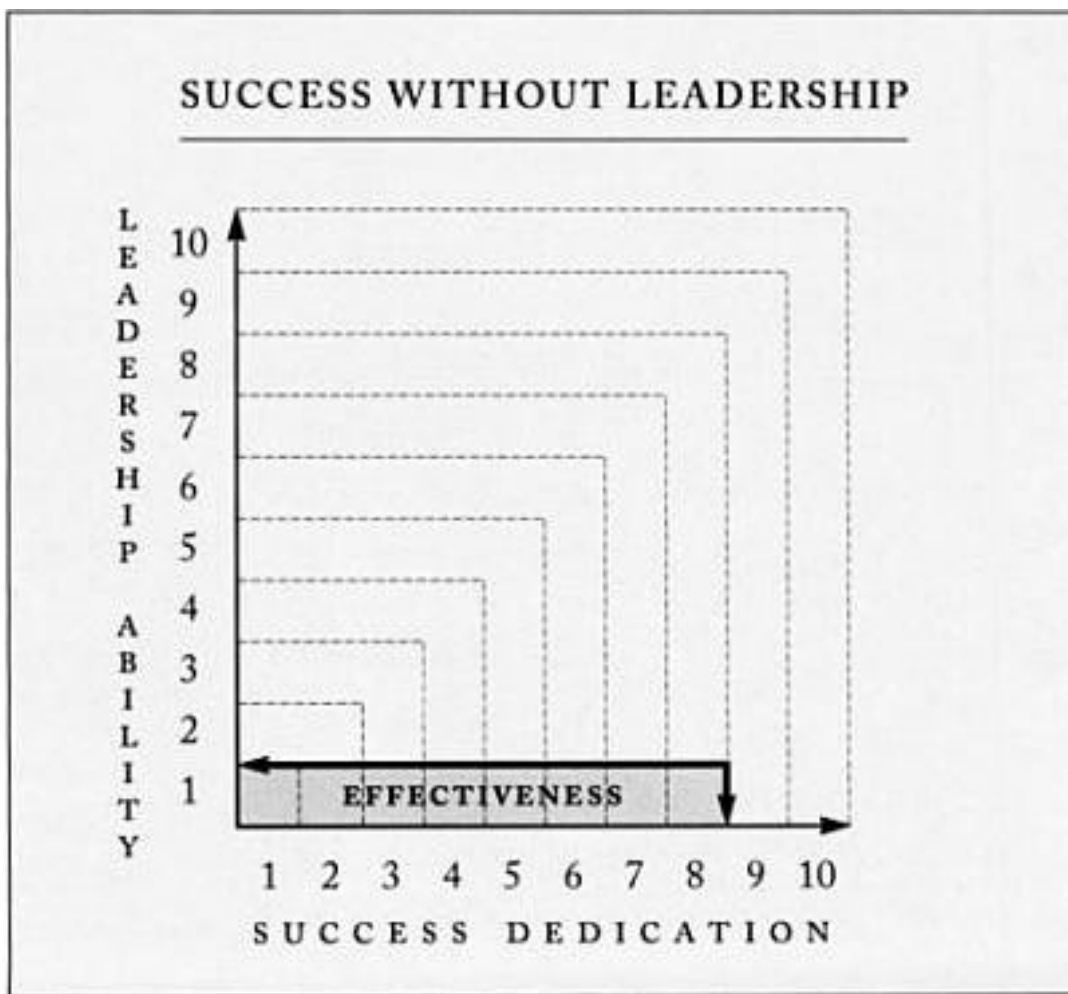
Motivation – drive, commitment, initiative, optimism

Empathy – awareness of others' feelings, needs and concerns – reading a groups emotional currents and power relationships

Social Skills – ability to induce desirable responses in others

1. Law of the Lid – Leadership ability determines a person’s level of effectiveness.
2. Law of Influence – The true measure of leadership is influence. Nothing more, nothing less
3. The Law of Process – Leadership develops daily not in a day.
4. The Law of Navigation – Anyone can steer a ship but it takes a leader to chart the course.
5. The Law of E.F. Hutton – When a real leader speaks, people listen.
6. The Law of Solid Ground – Trust is the foundation of leadership.
7. The Law of Respect – People naturally follow leaders stronger than themselves.
8. The Law of Intuition – Leaders evaluate everything with a leadership bias.
9. The Law of Magnetism – Who you are is who you attract.
10. The Law of Connection – Leaders touch the heart before they ask for the hand.
11. The Law of the Inner Circle – A Leader’s potential is determined by those closest to him.
12. The Law of Empowerment – Only Secure leaders give power to others.

13. The Law of Reproduction – It takes a leaders to raise up a leader
14. The Law of Buy-in – People buy into the leader, then the vision.
15. The Law of Victory – Leaders find a way for the team to win.
16. The Law of the Big Mo – Momentum is a leaders best friend.
17. The Law of Priorities – Leaders understand that activity is not necessarily accomplishment.
18. The Law of Sacrifice – A leader must give up to go up.
19. The Law of Timing – When lead is as important as what to do and where to go.
20. The Law of Explosive Growth – To add growth, lead followers – to multiply lead leaders.
21. The Law of Legacy – A leaders value is measured by succession.



- What Leaders Really Do – John P. Kotter
- Managers and Leaders: Are They Different?
Abraham Zaleznik
- The Ways a CEOs Lead Farkas and
Wetlaufer
- The Human Side of Management – Thomas
Teal
- The Work of Leadership - Heifetz and
Laurie