A Leadership Mindmap
As Seen Through the Eyes of a Technology Evangelist

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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.”
<table>
<thead>
<tr>
<th>Hard Disk Size (Gigabytes)</th>
<th>Number of Transistors on a Chip</th>
<th>Processor Speed (1GHz)</th>
<th>Cable Modem Speed (1Mbit/sec)</th>
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<tbody>
<tr>
<td>256 512 1,024 2,048 4,096 8,192 16,384 32,868</td>
<td>64K 128K 256K 512K 1M 2M 4M 8M</td>
<td>16M 32M 64M 128M 256M 512M 1G 2G</td>
<td></td>
</tr>
</tbody>
</table>
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 a 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.
The Crucible - A place, time or situation characterized by the confluence of powerful intellectual, social, economic or political forces; a severe 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
Totalitarianism

Hanna Arendt

Control of Information

Propaganda

Hitler

Stalin

Saddam Hussein
• 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 doing things right; leadership is doing the right things.
- Peter F. Drucker

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

Management is dealing with complexity while leadership is dealing with change.
- John Kotter
• Management Skills
  – Administrative Skills
  – Communication Skills
  – Interpersonal Skills
  – Leadership Skills
  – Motivation Skills
  – Organizational Knowledge
  – Organizational Strategy
  – Self-Management
  – Thinking Skills
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
Creating a Shared Image of the Future

- Find Common Values
- The Shared Vision Process
- Building Trust
- Belief in Realistic Goals
- Visualize Themselves in the Future
- The BHAG
The BHAG

- 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
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
Technological Change Analysis Techniques

- Moore’s Law
- Metcalf’s Law
- Coaseian Analysis
• First observed in 1965 by Gorden 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

Moore's Law

Vacuum Tubes

Relays

Transistors

Integrated Circuits

Mechanical Calculators

Moore’s Law
18 Months = 2X
12 Doublings = 18 Years
18 Years = 2048X

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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
<table>
<thead>
<tr>
<th>Level of Abstraction</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Machine Language</td>
<td>10100101</td>
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<tr>
<td>Assembly Language</td>
<td>BNE F32C</td>
</tr>
<tr>
<td>FORTRAN</td>
<td>DO I=1, 100 I=I+1</td>
</tr>
<tr>
<td>C</td>
<td>for(i=1,i&lt;n; i+) {p=p+i}</td>
</tr>
<tr>
<td>Structured Programming</td>
<td>OBJ ORIENTED</td>
</tr>
<tr>
<td>Object Oriented Programming</td>
<td></td>
</tr>
</tbody>
</table>
Problem Solving

Topics

Sentences

Words

Phonemes

Sound

100,000 years

100 years

Problem Solving

XML Messages

XML Schemas

XML Tags

XML

Internet

Time

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

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 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
Change – The J Curve

Productivity

- Blissful Ignorance
- Falling Self Confidence
- Depths of Despair
- Rising Self Confidence

Increased Productivity

Time

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12 Rules for Bringing 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
Integrity

- Honesty
- Incorruptibility
- Consistency

Don’t make any promises that you don’t intend to keep.
The number one failure of leaders is their failure to reproduce other leaders.
- Jack Elwood

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
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
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.
6. The Law of Solid Ground – Trust is the foundation of leadership.
7. The Law of Respect – People naturally follow leaders stronger then 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 Leaders potential is determined by those closet to him.
12. The Law of Empowerment – Only Secure leaders give power to others.
13. The Law of Reproduction – It takes a leader 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 leader's 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 leader's value is measured by succession.
John Maxwell’s Leadership – Success Matrix

SUCCESS WITHOUT LEADERSHIP

LEADERSHIP

ABILITY

EFFECTIVENESS

SUCCESS DEDICATION
• 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