

ON PRACTICE OF LEADERSHIP

A Few Fundamental Thoughts

(The Essential Conditions, but Not Sufficient)

Working Document

Partha S Ghosh

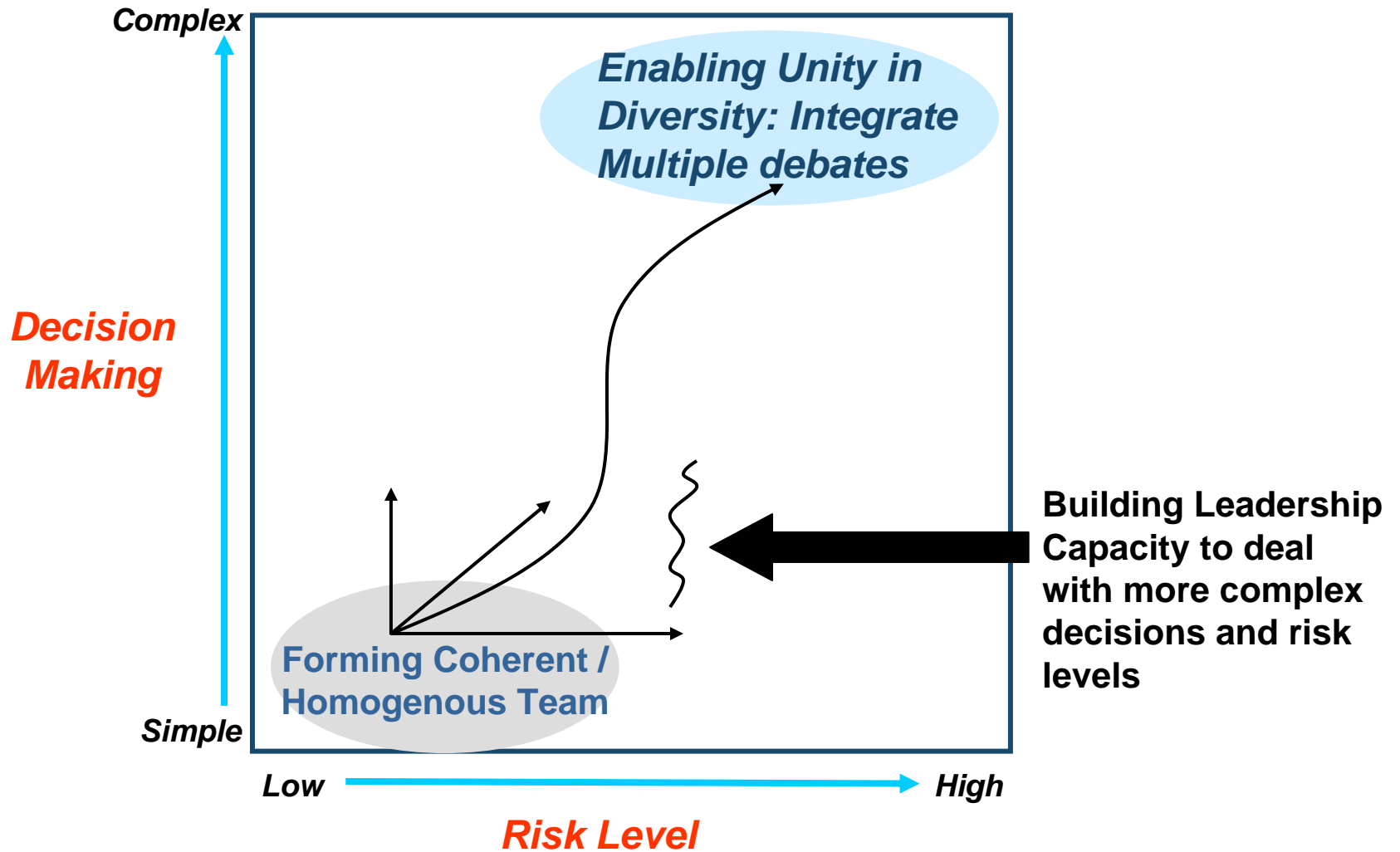
for

Massachusetts Institute of Technology

Practice of Leadership: Program Goals

- Overarching course objectives are:
 - To develop an understanding of what constitutes the process of development of your own leadership qualities – *latent and visible*
 - To help realize, define, and evaluate your inner leadership instincts
 - To reinforce concepts by applying them to your own development
 - To raise the overall your own “*leadership competency*” level within environment you will work
 -
- High-level learning outcomes for participants are:
 - To understand key tools and frameworks to design and develop your own long-term development map
 - To apply the lessons following each session to day-to-day interaction with your colleagues to experiment with your inner self vis-à-vis the environment

At the highest level the Program will focus on Building Leadership Capacity



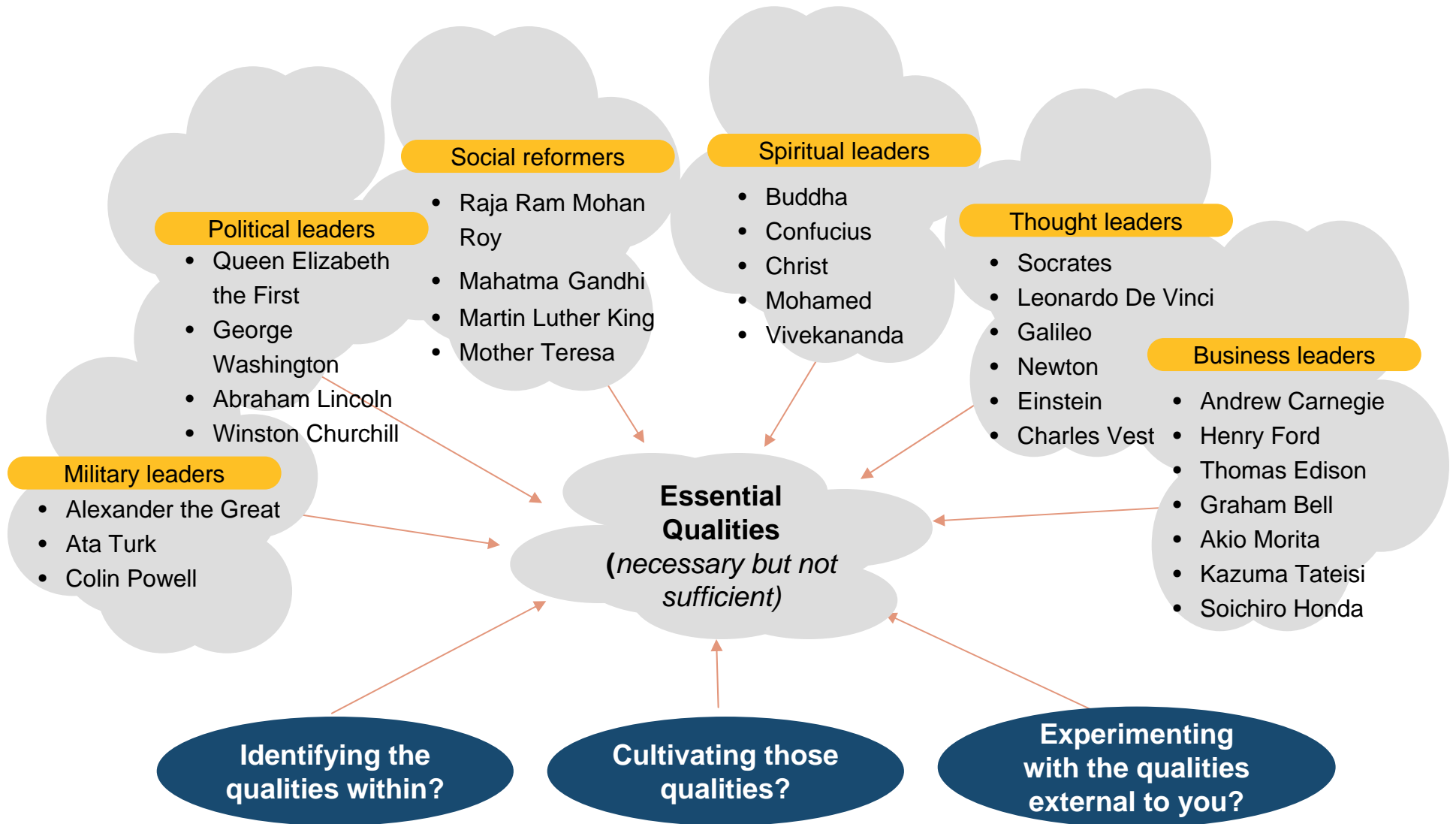
Contents

- Leadership Qualities: An Outside in View
- The Critical Beliefs
- Developing Leadership qualities: A Journey for Self Realization

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- **Leadership Qualities: An Outside in View**
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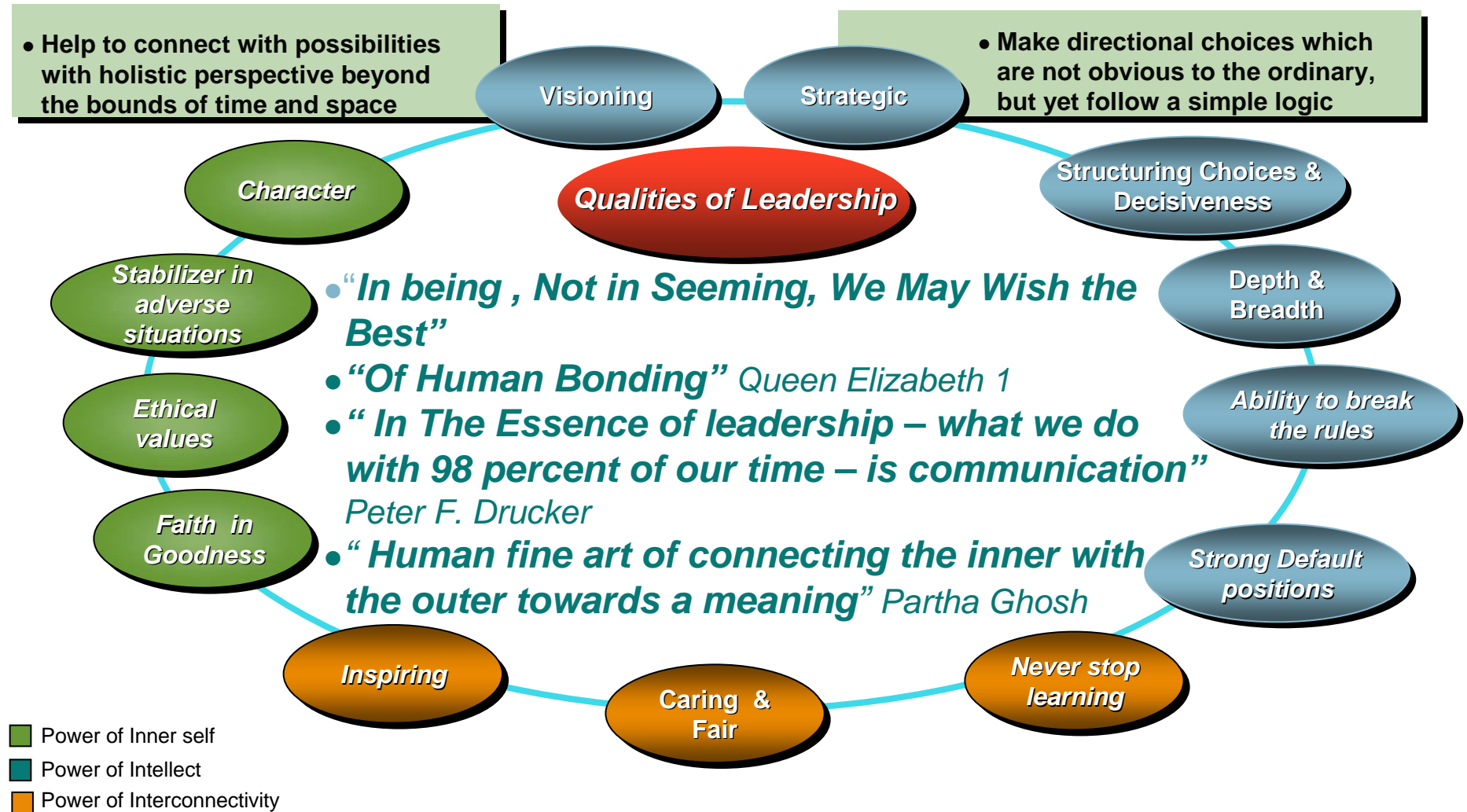
Source of Inspiration: Hundreds of Leadership Models



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Leaders as we observe them point towards a range of different qualities which manifest in different ways

Leaders in different environments in different situations demonstrate a mix of different qualities (not comprehensive)



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Leadership is about “Influence” *not Necessarily only for Wealth Creation or Political Leadership*

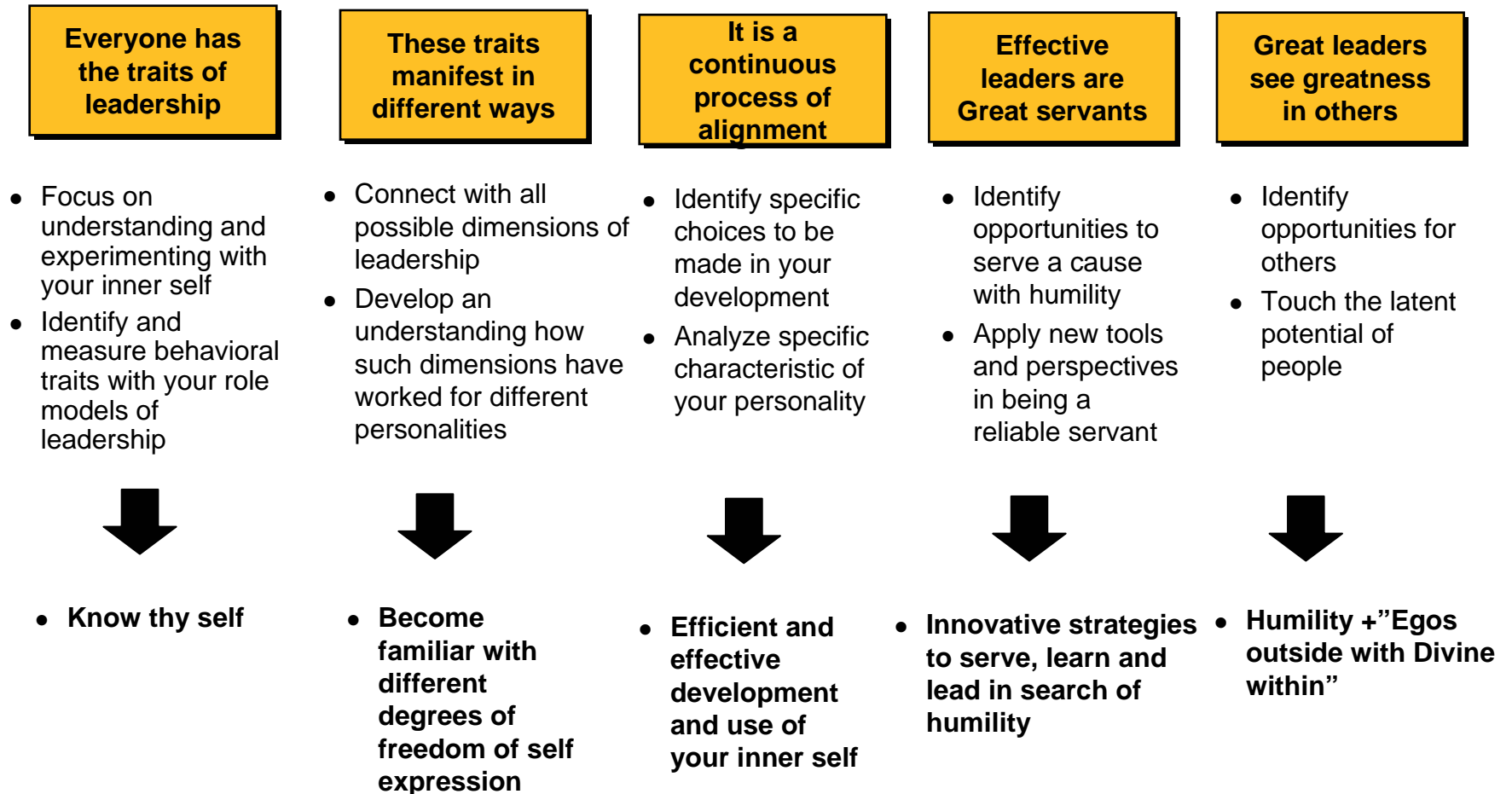
- Leadership is about *shaping outcomes* which have positive influence on the overall human progress:
 - To awaken people toward a cause/mission e.g. Equal Rights
 - To help define and implement innovative strategies to accomplish a specific objective e.g. Landing on the Moon, Building a business
 - To develop and reinforce concepts by uncovering the properties of nature to improve the productivity of life e.g. Newton to Edison
 - To raise the overall consciousness of society toward superior state of living e.g. Mother Teresa,
- Leadership is about *realizing and unfolding your inner qualities* for the service of the environment where we live:
 - To understand key your own self to deploy your resources and inner instinct for the service of society
 - To strengthen your own inadequacies to work with people who could compliment and leverage your strength
- Leadership is a human fine art to unleash the forces of *self expression* of individuals towards a *super ordinate* goal of the community (an organization, a society, a nation, civilization at large):

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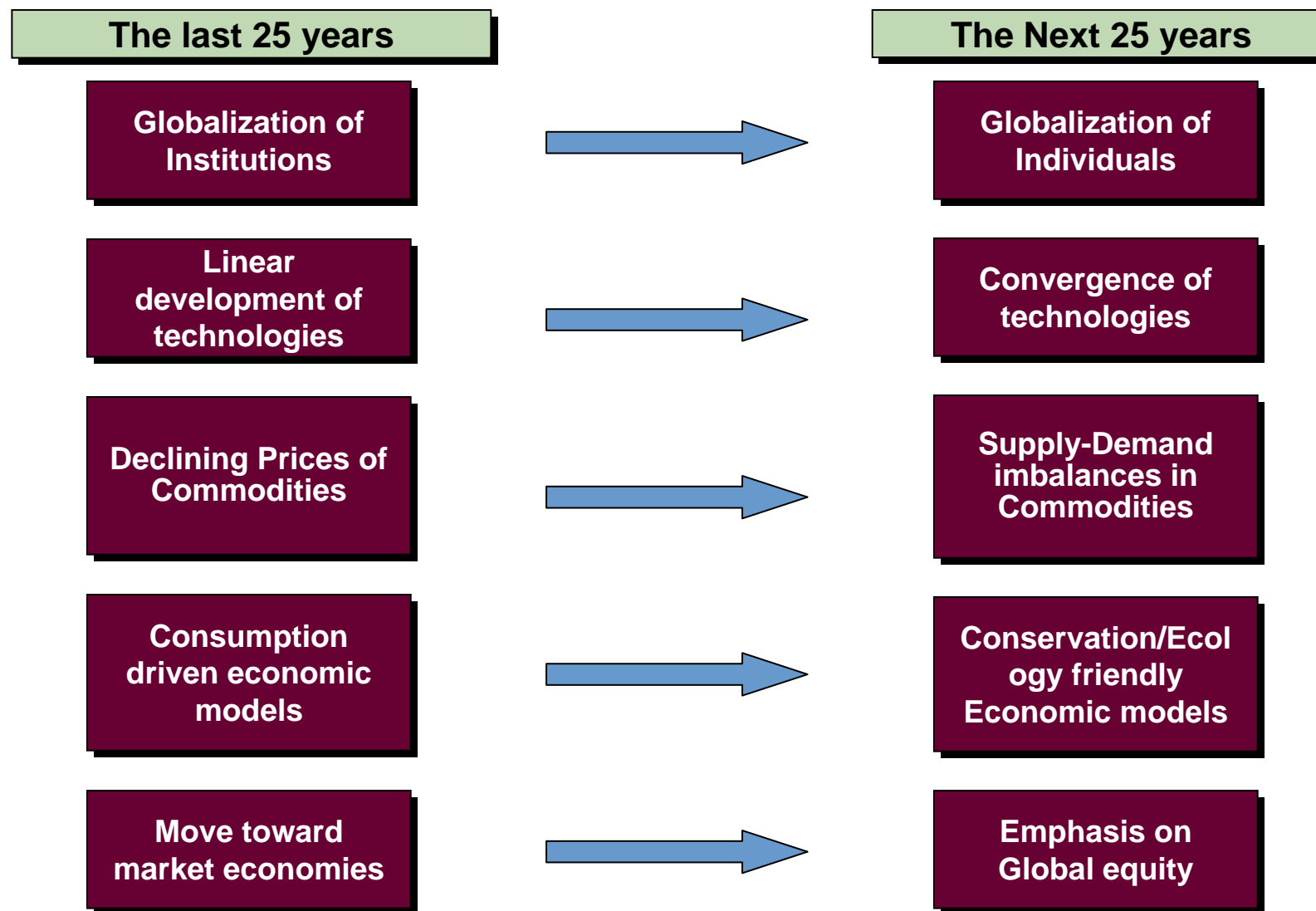
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The essential principles in nurturing the leadership qualities in you

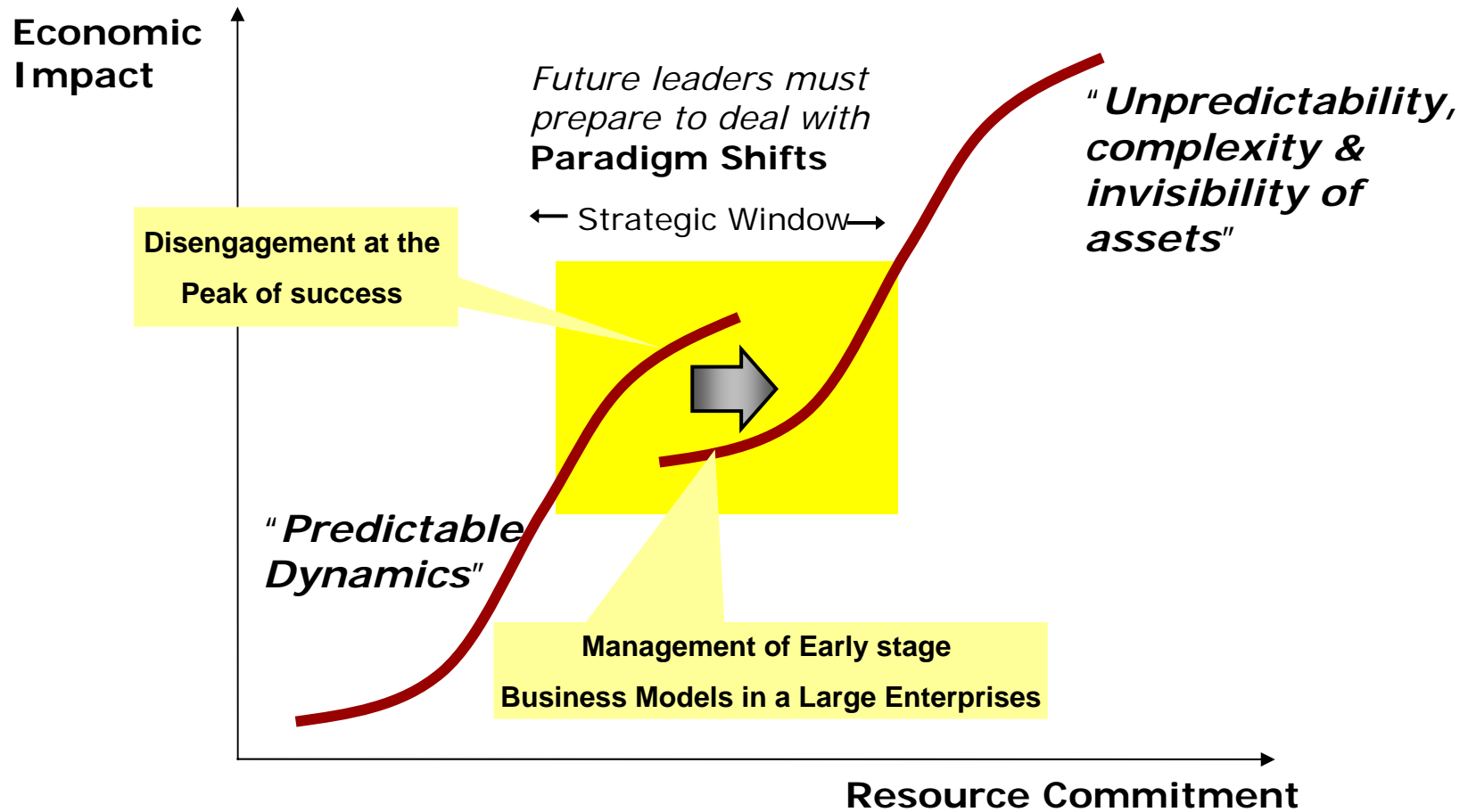
The basic philosophy of developing leadership qualities begin with five basic principles



The Next 25 years Leadership Challenges will shift in a dramatic fashion



Leaders in the next 25 years will have to navigate through a Fundamental phase shift requirements in in Science, Technology, Business or Government, and in Public-Private Partnership

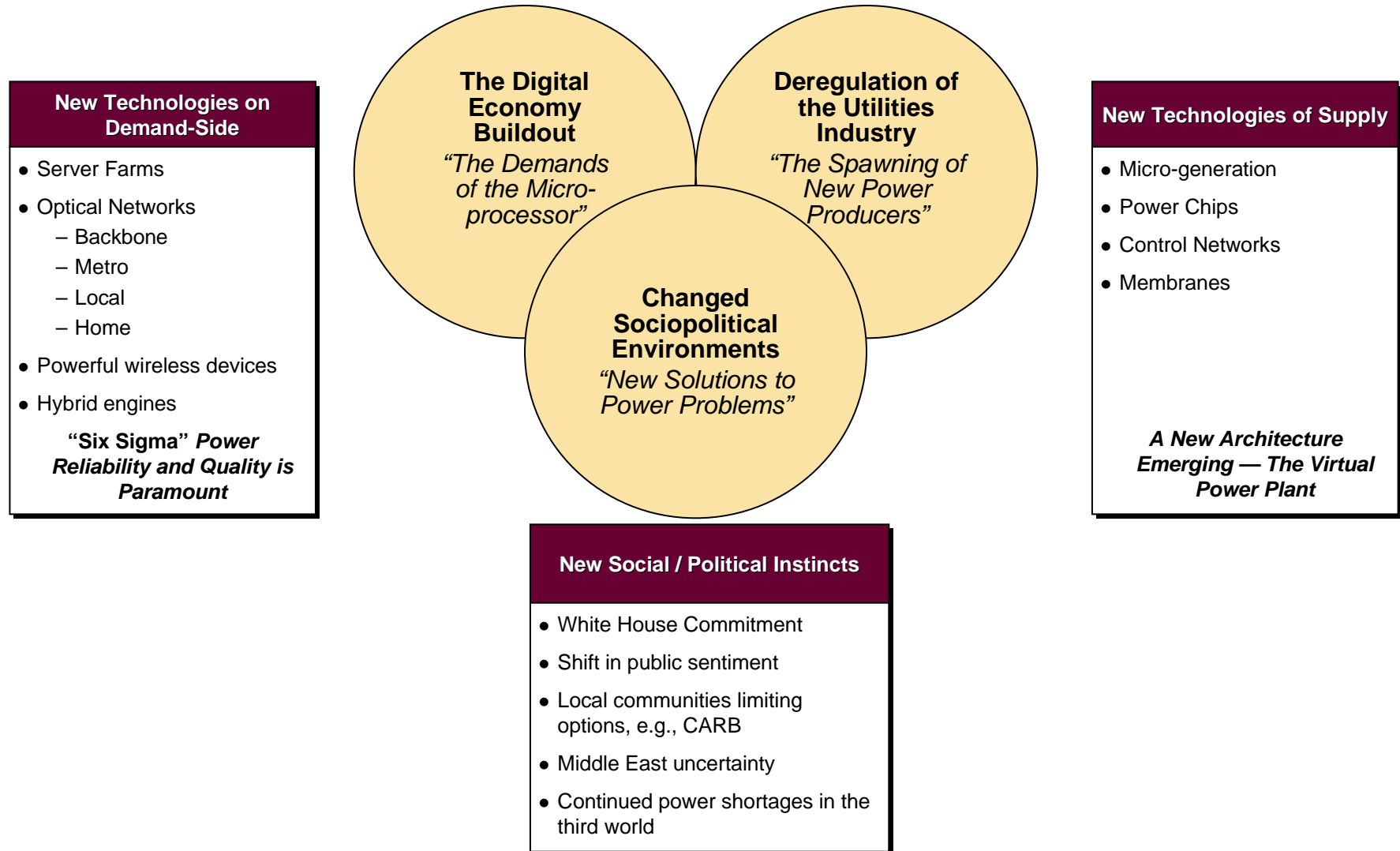


In the next 25 years the Globe will need to face complex interrelated problems

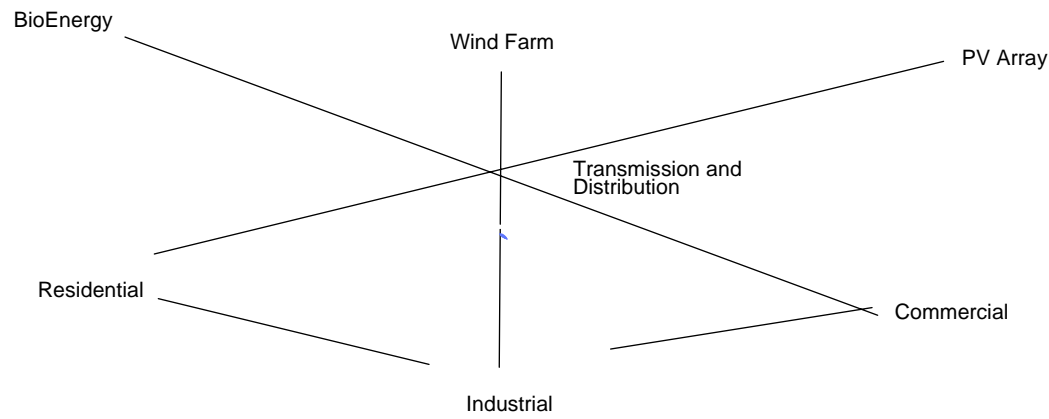
Basic Global Issues (Not comprehensive)
1. Eco friendly economic development process
2. “Global Equity” to reduce terrorism?
3. Global Security to guard against terrorism and natural disasters..
4. Health care systems
5. Global logistics of goods and services
6. Low cost energy efficient, safe Transportation system
7. Education system overhaul

Nature of Challenges
1. Leverage insights into supply-demand dynamics, regulatory issues to develop a global network – which is cost effective and “solutions savvy”
2. Enable technology Providers to gain scale advantage
3. Help in development of down stream solution sets and infrastructure
4. Create innovative incentives for everyone to play
5. Manage global process of governance
6. Experiment, learn and deal with likely adversities

For Example The Convergence Scenario for Micropower Technologies Could Indeed Open up New Frontiers for Distributed Power generation



Indeed in the long-term, the NextGen Distributed Power Infrastructure could Leverage “Connectivity” to Link different sources of Renewable Energy, which will require compelling leadership skills to weave different systems together while marginalizing others

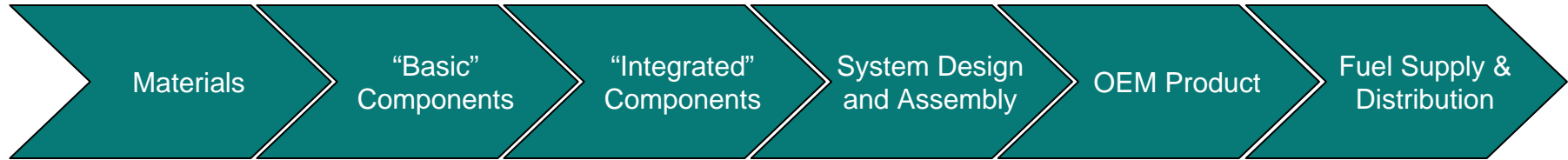


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The Virtual Power Plant

- Aggregates the output of thousands of micropower technologies
- Peak shaving becomes power trading on the wholesale market
- Coordination and control through a new communications infrastructure

The Challenge is harmonizing Multiple Players (*US Only*) who are Involved Across the Value Chain toward a Shared Vision



Mining Companies: Alcoa,
Anglo American Platinum

Oil & Gas companies:
Shell, Chevron/Texaco,
Exxon Mobil, BP

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Shell, Chevron/Texaco,
Exxon Mobil, BP

Oil & Gas companies:
Shell, Chevron/Texaco,
Exxon Mobil, BP, Air
Products

Specialty Chemical
companies (Victrex, BASF,
Dow Chem., GE Plastics,
Sud Chemie)

Major component makers:
DuPont, 3M, Johnson Matthey,
W.L. Gore, Lynntech,

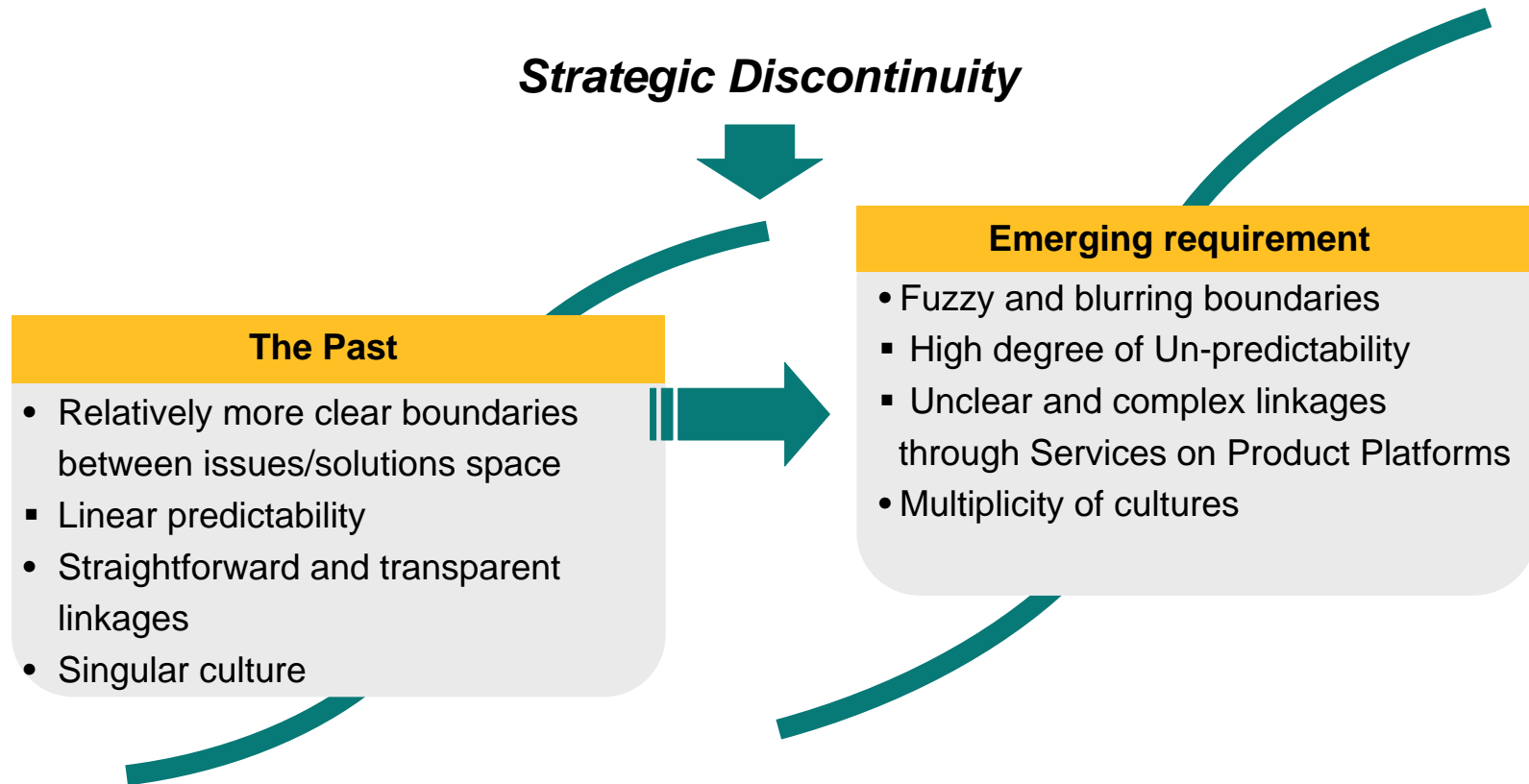
"Pure Play" Fuel Cell Manufacturers: Ballard,
Plug Power, UTC, Smart Fuel, MTI Micro,
ZTek, GE, Siemens-Westinghouse, Nuvera

OEMs:
Auto: GM, Toyota, Ford, Honda,
DaimlerChrysler
Consumer Electronic: Sony,
Samsung, Panasonic, Motorola,

Leaders of the 21st Century will need to develop innate capabilities to deal with the new requirements

Paradigm Shift

The Changing Leadership requirements

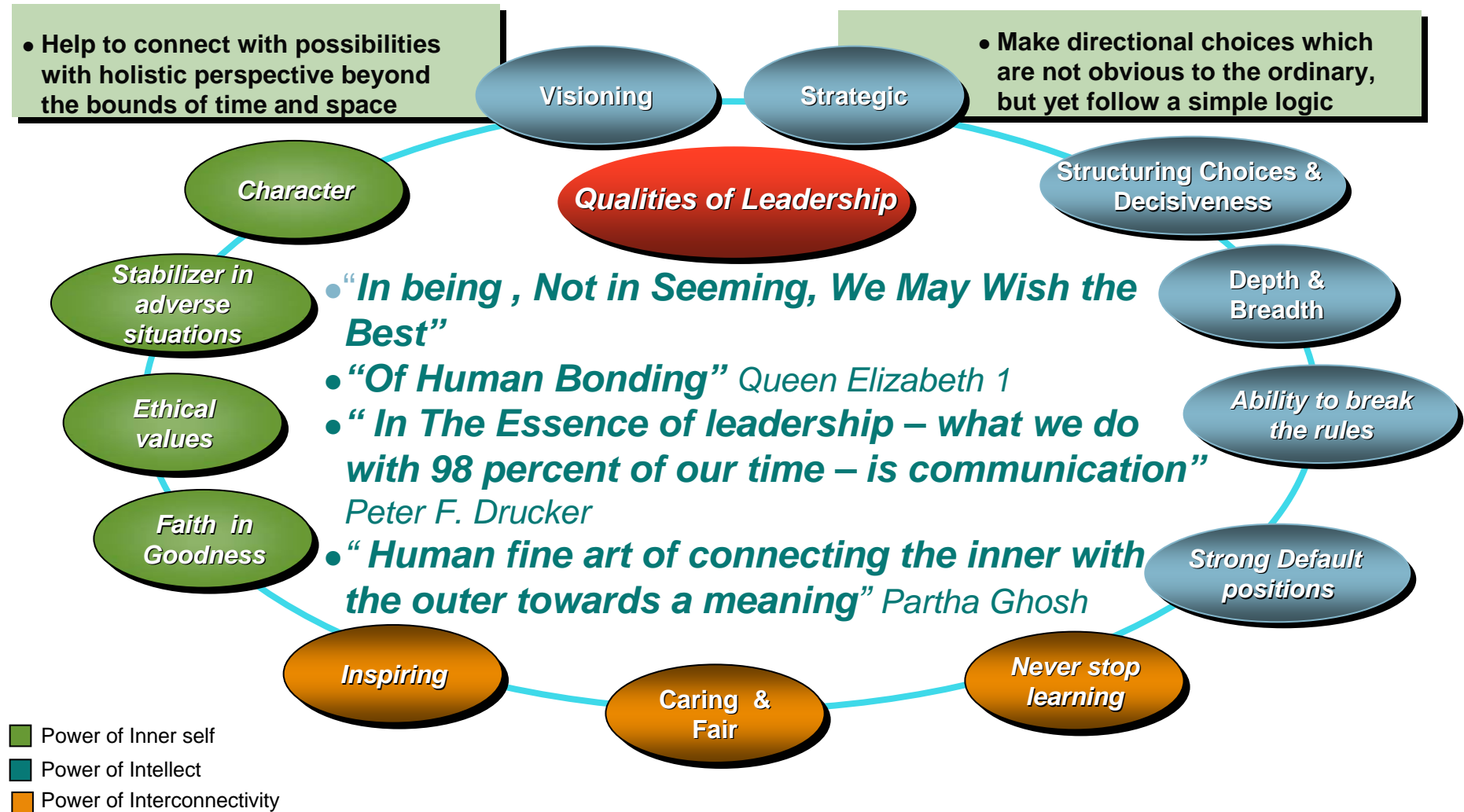


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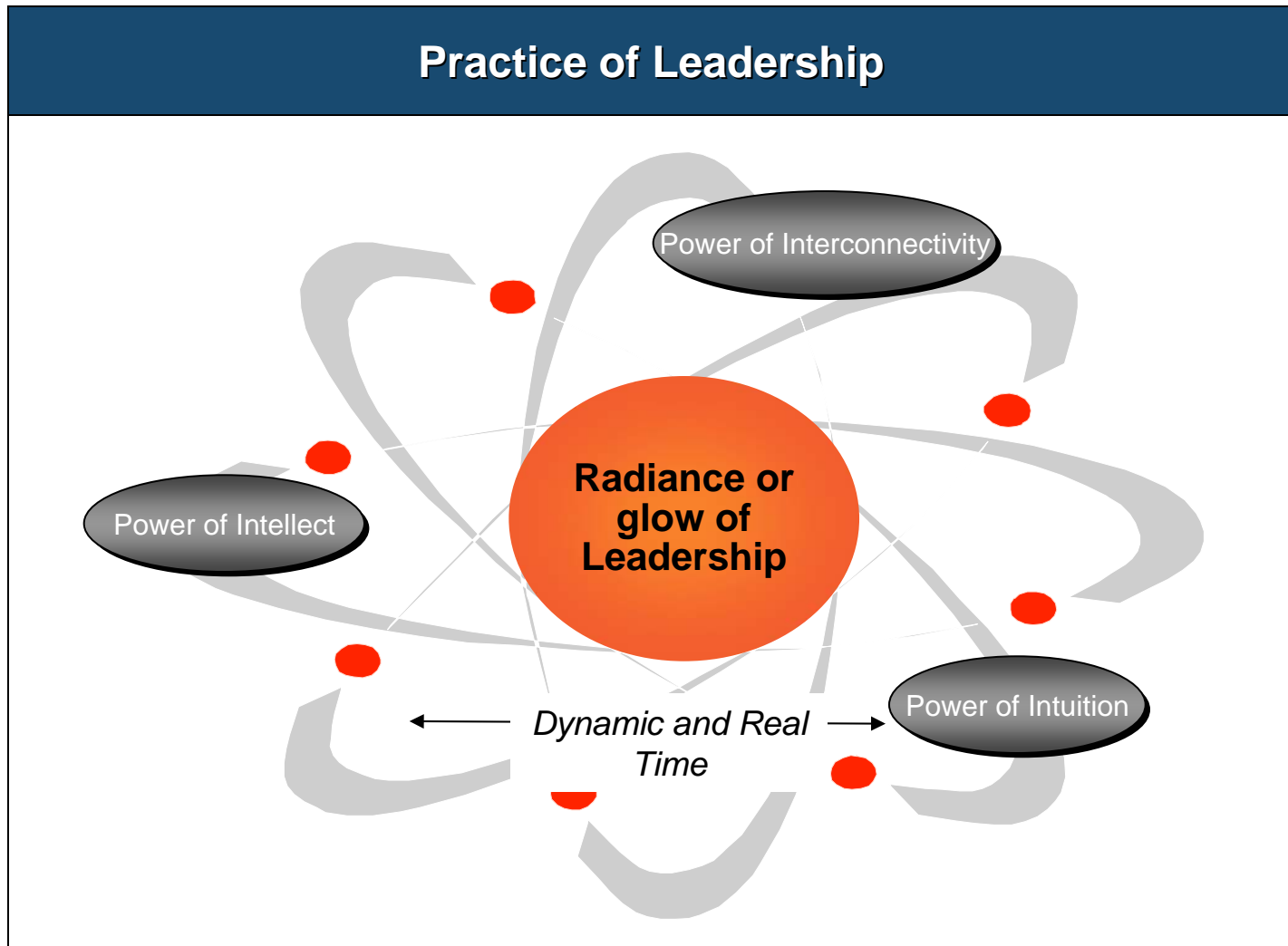
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- The Critical Beliefs
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Leaders as we observe them point towards a range of different qualities which manifest in different ways

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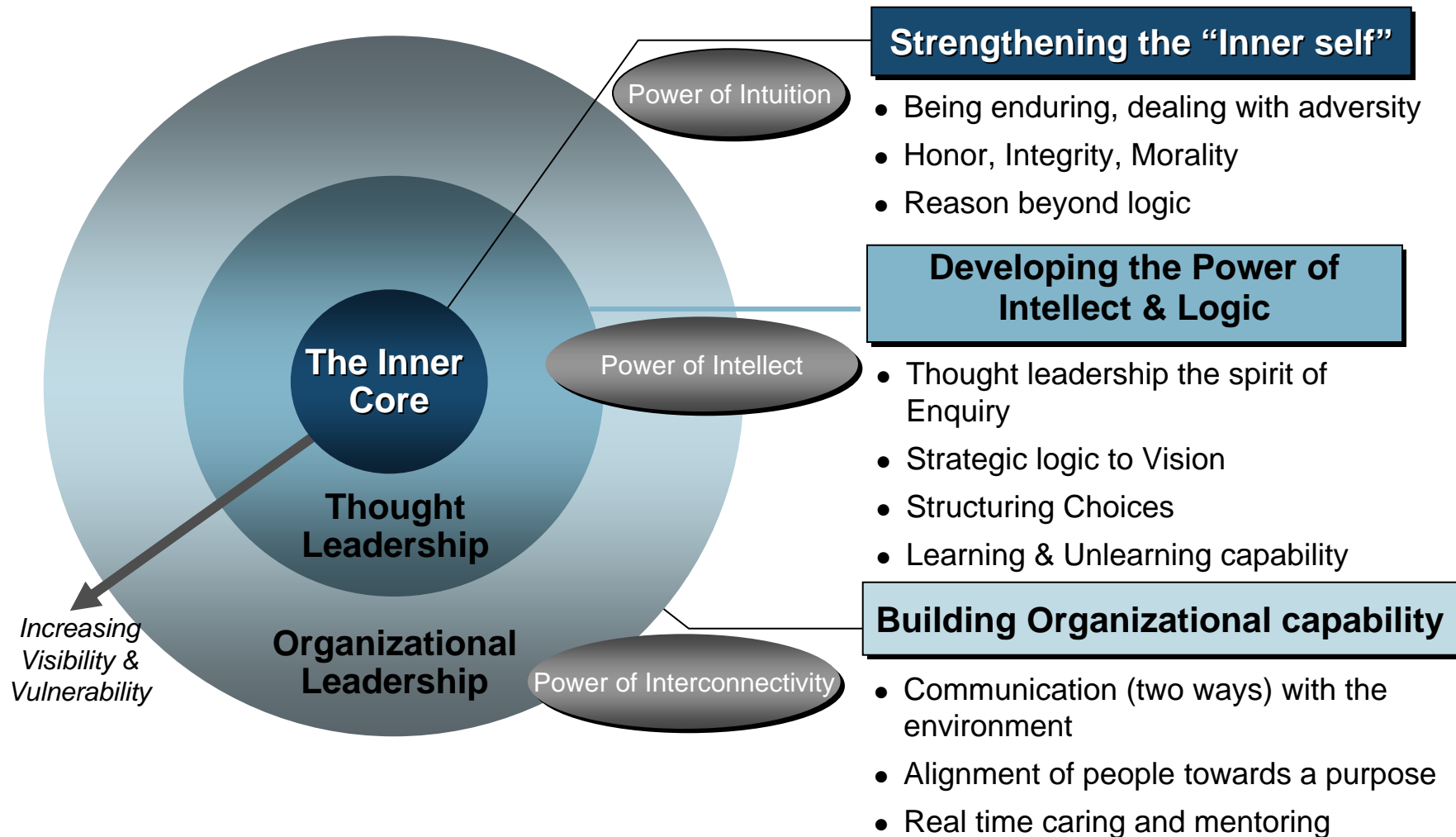


In the New Environment Practice of leadership must encompass “3 in 1” Perspective



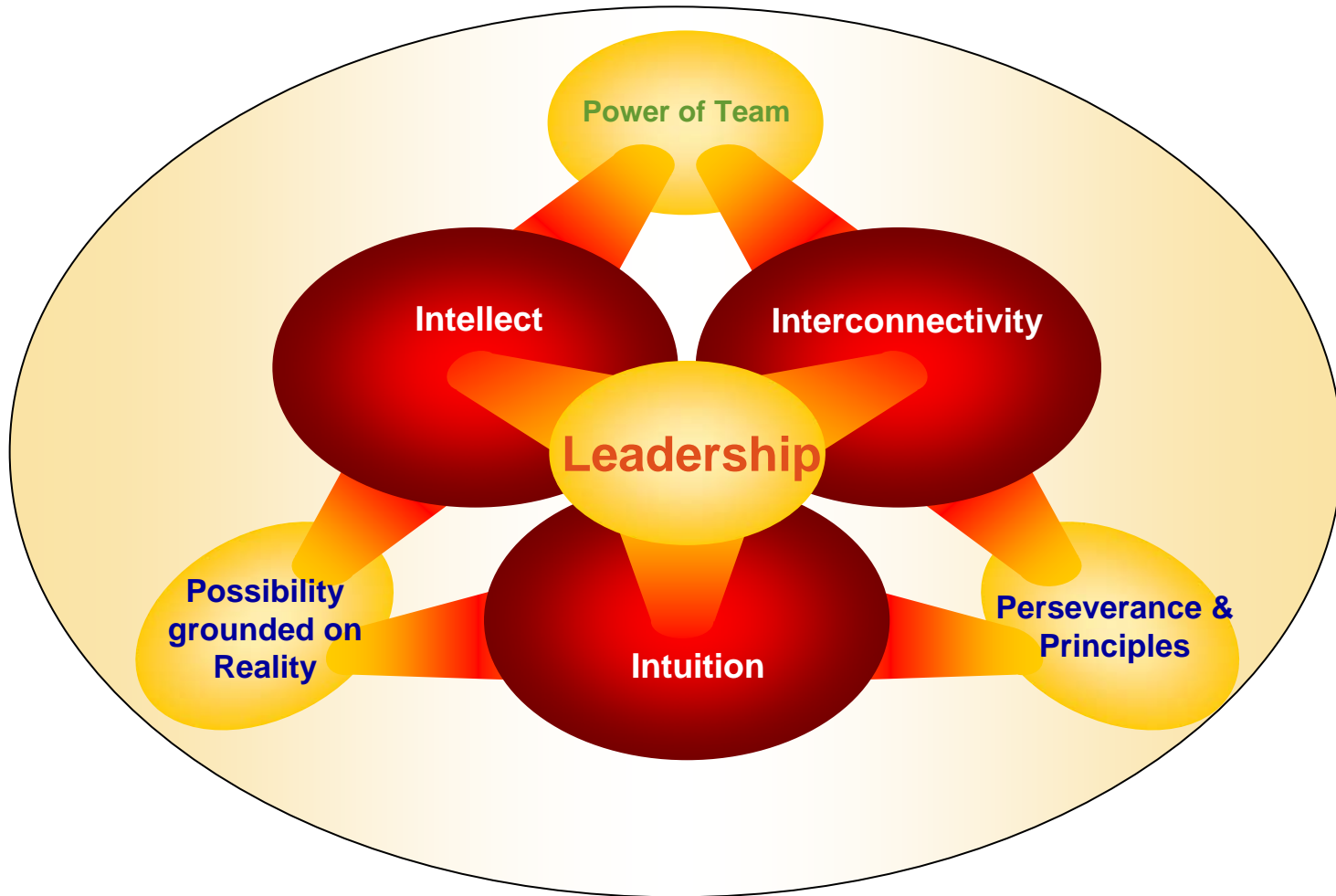
Leadership Development: The Basic framework

Leadership development involves identifying the sources of power in each of the layers of personality of the Individual

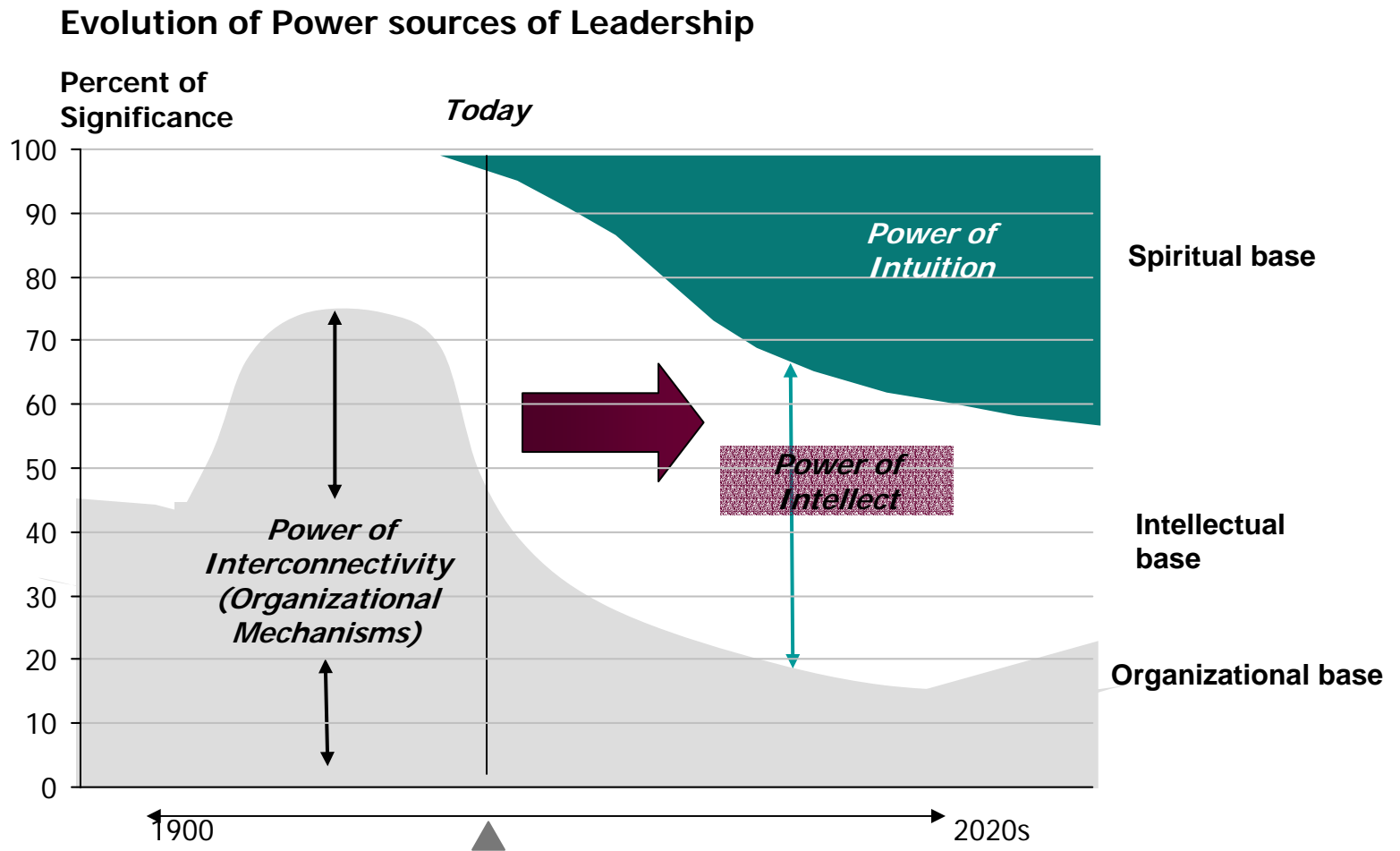


An Evolving framework

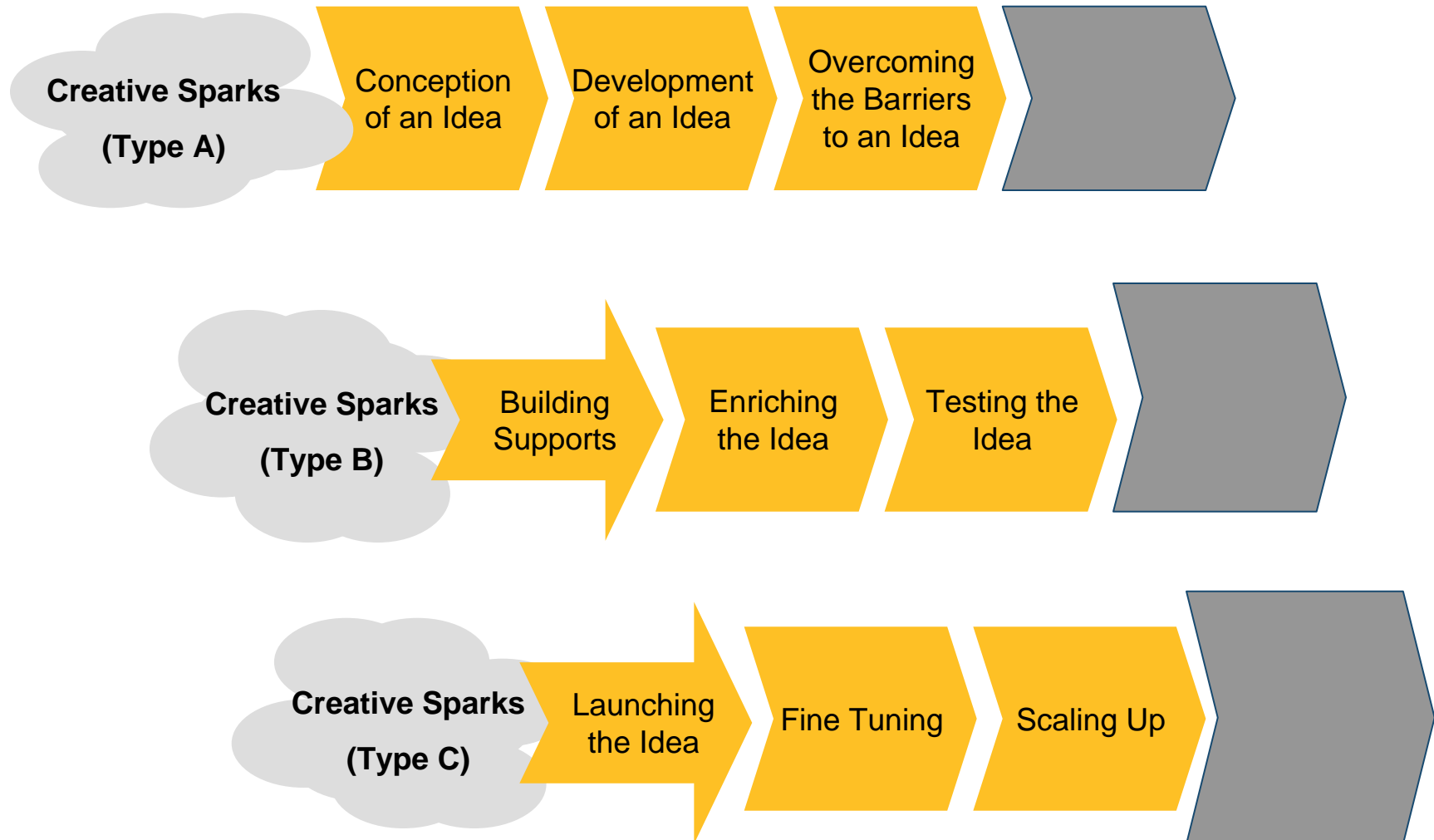
LEADERSHIP DESIGN ELEMENTS



Sources of Power to Influence

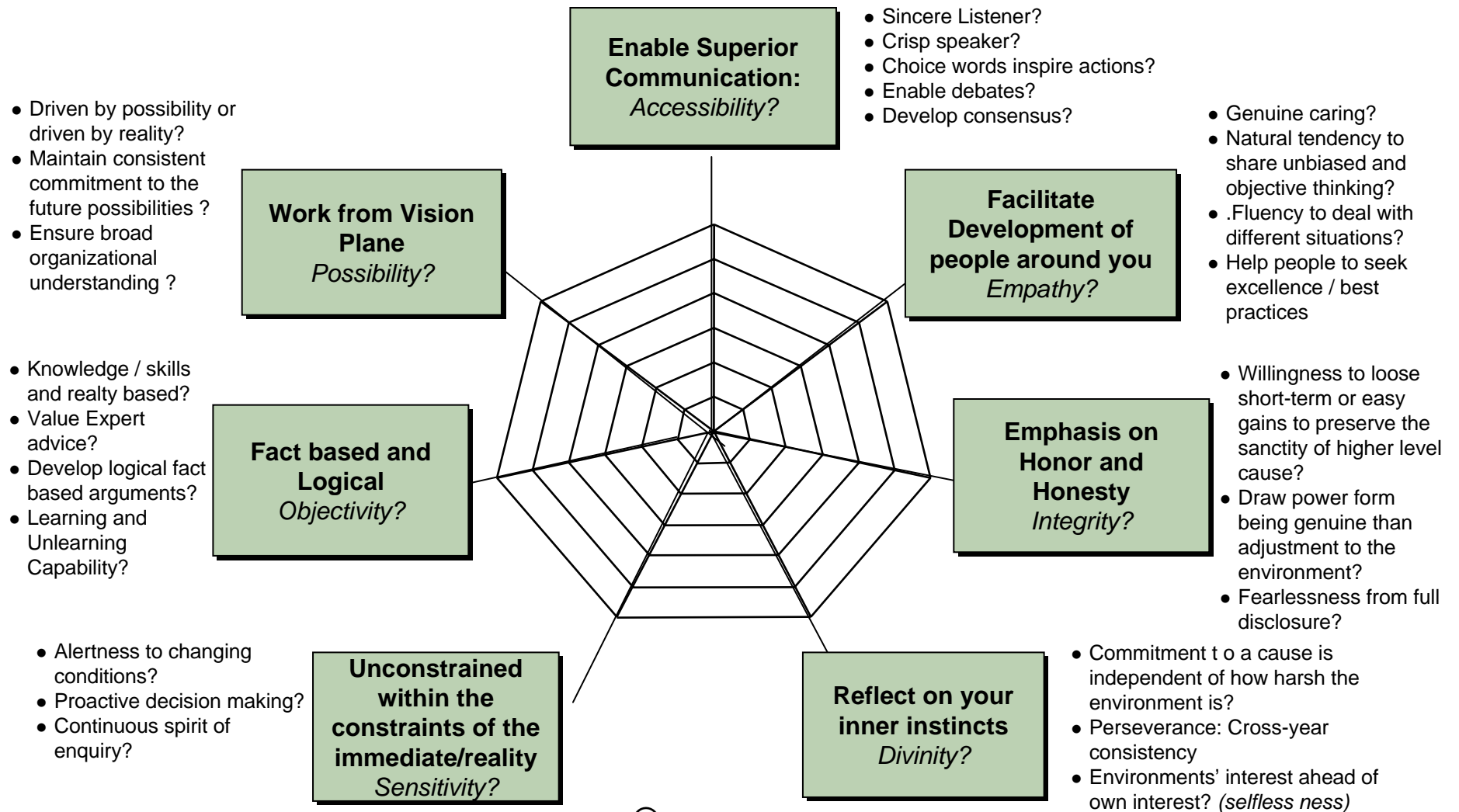


Thought Leadership = Power of Intellect : Stages of Creative Design and Development of Strategy



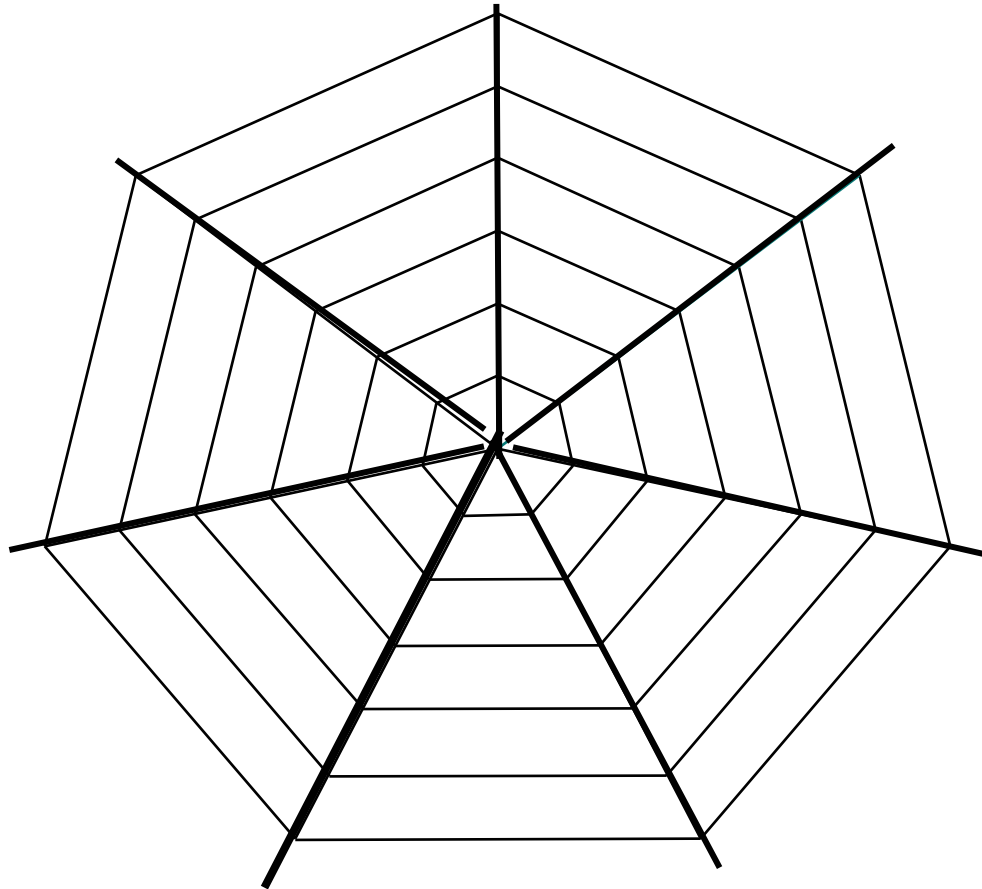
Leadership in You: A Mapping Tool (Not Comprehensive)

Map yourself along a few dimensions you consider important in cultivating the leader in you



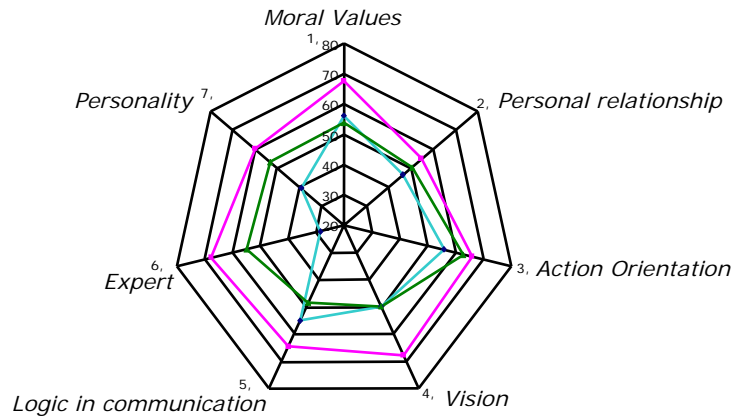
A Simple Exercise: Know thy Self

Choose the dimensions (mutually exclusive) you care about in a leader, and plot the personalities of George Washington, Abraham Lincoln , Thomas Edison, and Carly Fiorina and then plot yourself, and ask a friend to plot your profile

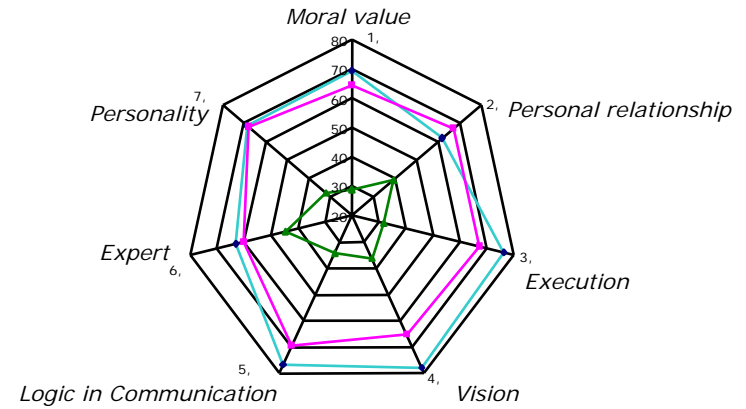


Map yourself

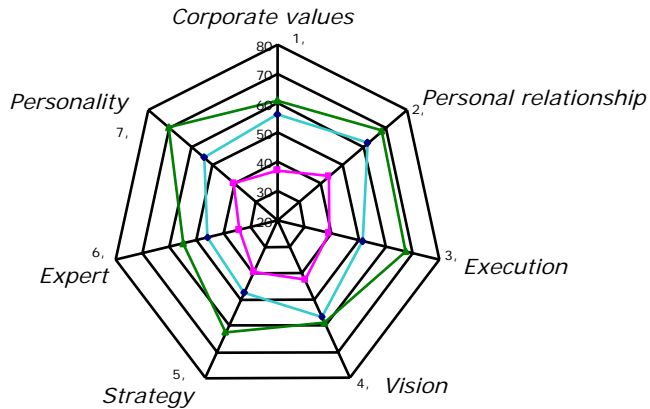
Case A: Non-confident shy, but potential leader



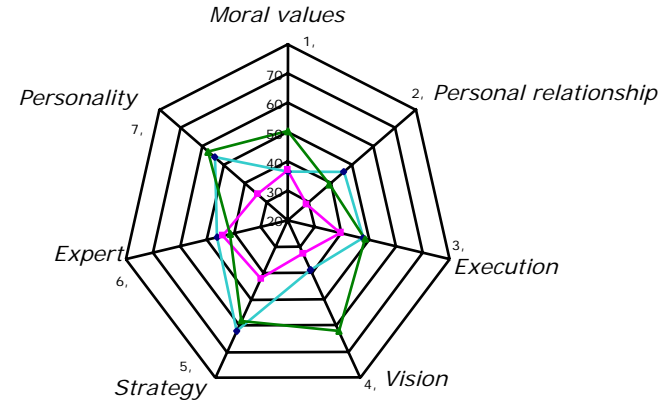
Case B: undiscovered, well-rounded leader



Case D: Hard-driving Leader

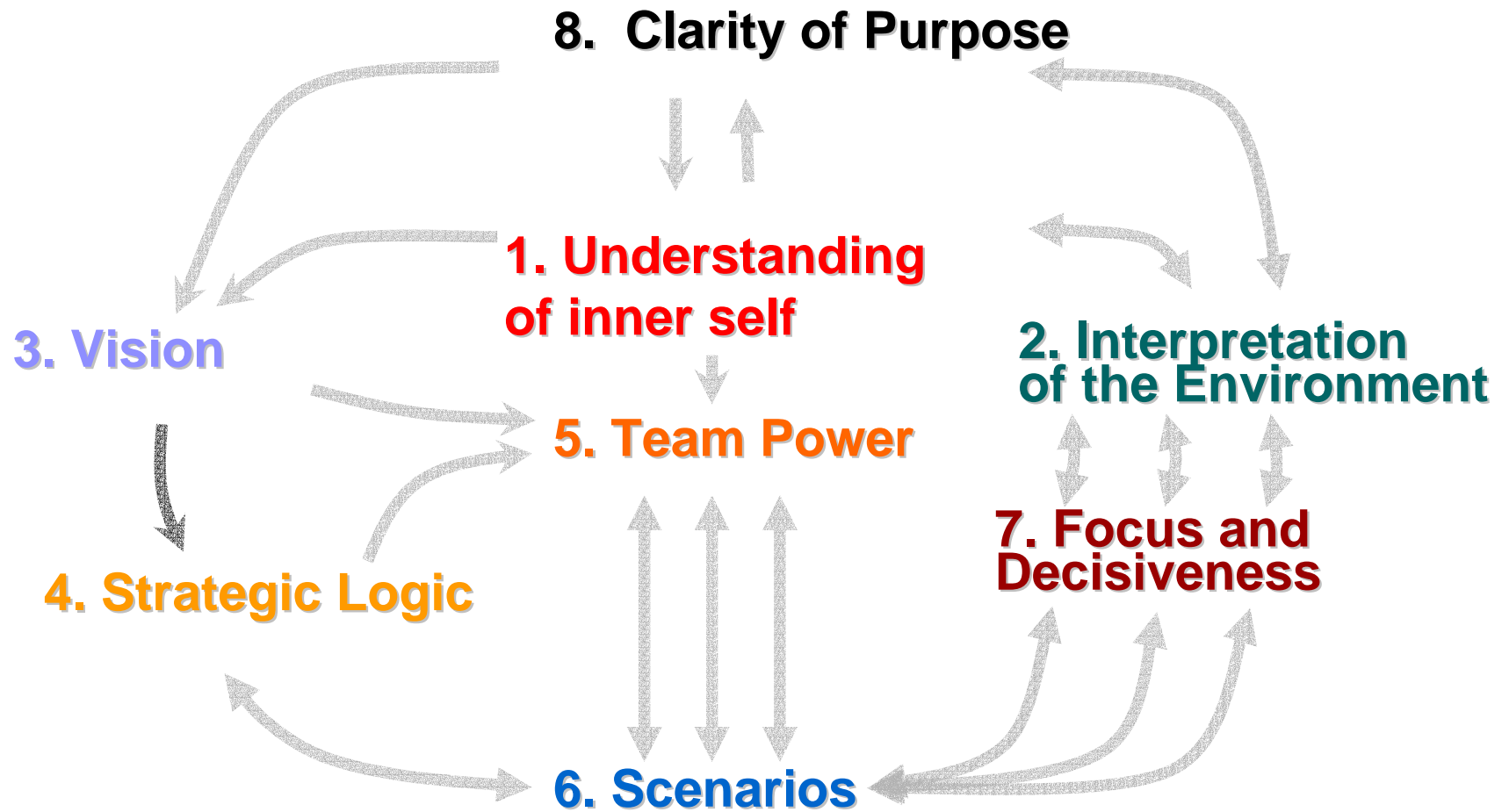


Case D: Yet to identify himself/herself



— Self — Junior — Peer

Getting Started: Eight-Step Activation Process



...Leaders in the Knowledge Economy

Knowledge Management Solutions Space

