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**Leadership is . . .
Probably Not What You Think It Is**

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Leadership is . . .
Probably Not What You Think It Is



“If you can’t explain
it simply, you don’t
understand it well
enough” –Albert Einstein

See the world through the eyes of your target audience

PROBABILITY DISTRIBUTIONS

Random Variables

The Binomial Distribution

The Hypergeometric Distribution

The Mean and the Variance of a Probability Distribution

Chebyshev's Theorem

The Poisson Approximation to the Binomial Distribution

Poisson Processes

The Geometric Distribution

The Multinomial Distribution

Simulation

What is important?



**I have no interest in who
built the drain system...
I want to know who built
the fence!**

Leadership in 60 Seconds

- THE 60 SECOND PhD IN LEADERSHIP

Think back to the best boss and the worst boss you ever had

1. Make a list of all things done to you that you hated
2. **DON'T DO THEM TO OTHERS - EVER**
3. Make another list of things done to you that you loved
4. **DO THEM TO OTHERS - ALWAYS**

A Leader is . . .

The first problem with all the stuff that's out there on leadership is that it sounds so confusing!

We typically think of the leader as the person at the top.

It's Not About You

Many of you want to be leaders, to make a difference

But you might be spending too much time self-marketing and not enough time researching, building bridges by taking an interest in someone . . . In true leadership situations, listening comes before arm-waving



Leaders Don't Create Followers

The job of a leader today is not to
create followers

It's to create more leaders



"My last comment 'appeared' to be inviting feedback.
Do not be fooled."

Think 'Acts of Leadership' Not 'Leaders'

Organizations that will survive and thrive will be those that foster acts of leadership throughout the system, rather than assuming leaders only exist at the top



‘To Do or To Be?’ That is the Question

Great Leaders become leaders to achieve something, not to be someone

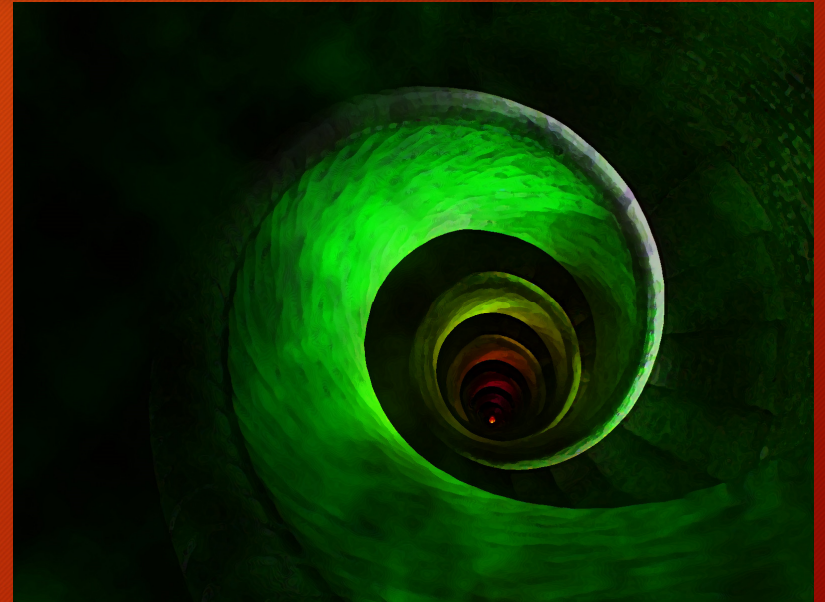
Connect

“You can't build a reputation on what you are going to do”

-Henry Ford

“Your job is to touch everyone and get into their soul. Every moment you are in your office, you are useless”

-Jack Welch



Great Leaders Tell 3 Stories

1. Tell a compelling story about themselves: who they are, where they come from, what they stand for, what they expect
2. Tell a compelling story about the organization: its mission and purpose, why it is a great place to work
3. Make people feel essential

All Leadership is Autobiography

President Lincoln was asked how long it took him to write The Gettysburg Address

He replied: “All my life”

Don't Get Hung up on Targets and Measures

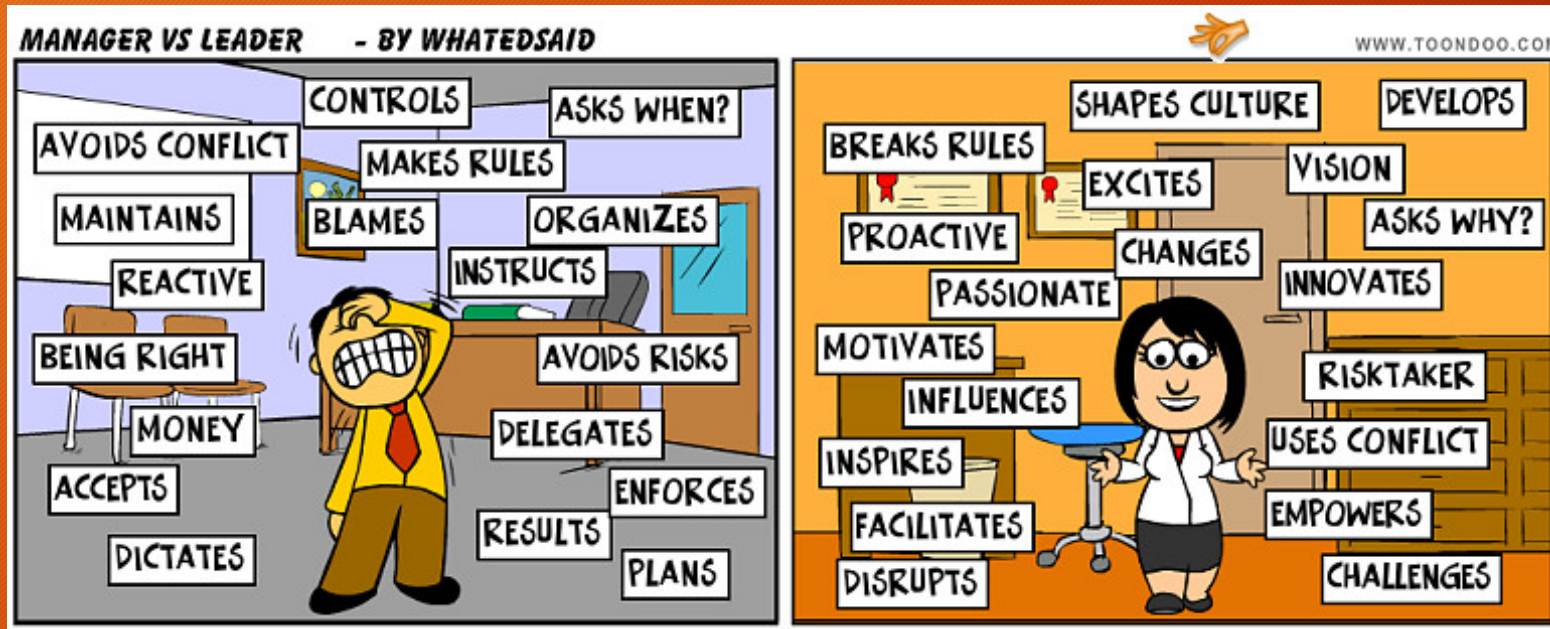
“If I had to run a company on three measures, those measures would be

Customer satisfaction

Employee satisfaction, and

Cash Flow” *-Jack Welch*

Manager or Leader



Lead by Asking Questions -- Not by Issuing Instructions

Good questions uncover reality . . . And let other people find solutions rather than having to rely on you

The problem leaders have with questions derives from two related leadership misconceptions:

1. The need to appear infallible and
2. The concept of the leader as trouble-shooter or solution-finder

“ Ask why,
three times in
a row

How Do I Lead When I'm Not The Boss

You convince the higher-ups of the need for change by doing it, not by brilliant PowerPoint presentation.

Find common cause, identify others and work with them to make changes you can then show to the bosses after you have done it



LEADERSHIP

When in doubt, wave a flag.

Failure is Not the Opposite of Success

“There’s no success like failure and failure is no success at all” —*Bob Dylan*



Only Make New Mistakes

Make sure people learn and grow from mistakes, and that they share that learning

Don't accept the same mistake twice



Be Lucky

An Explorer spent 26 years leading expeditions that looked for a lost city under the desert

It was found by sheer good luck

It turned out that it was under the base camp that he'd been using for the previous 26 years



The Three Things People Want

What makes for a fantastic work environment?:

- It's honest and open
- I'm stretched and valued
- Permission to take risks by making decisions



Leaders Influence and Motivate Others



“A leader is best when people barely know he exists, not so good when people obey and acclaim him, worse when they despise him. But of a good leader who talks little when his work is done, his aim fulfilled, they will say: We did it ourselves.” – ***Lao-Tzu***

Focus on Business Objectives

*The main thing is to keep the
main thing, the main thing!*



Are You Asking the Right Questions?

- The least appreciated and most valuable skill is asking the right questions
- Without this skill, you will waste your time solving the wrong problems
- Great leaders communicate the "why?".

**“ Ask why,
three times in
a row**

And, Finally ... Just Dive In

Leadership, like swimming, cannot be learned by reading a book about it

Questions?



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