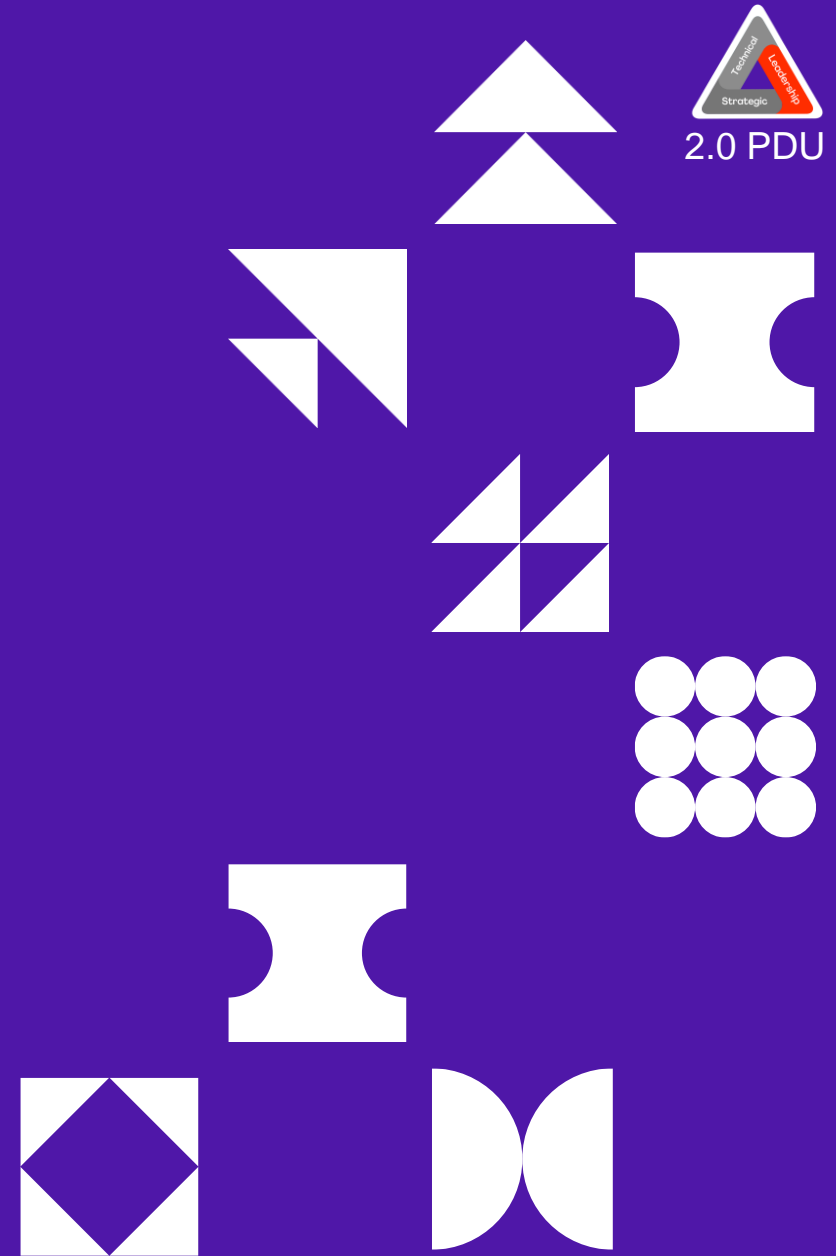
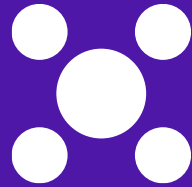


Dr. Linda Cureton

Tech Executive & Innovator

“The Odyssey from Technician to Leader”



THE ODYSSEY

odyssey

['ädəsē]

NOUN

a long and eventful or adventurous journey or experience:

"his odyssey from military man to politician"

synonyms:

journey · voyage · trek · travels · quest · crusade ·
pilgrimage · wandering · journeying · peregrination

THE ODYSSEY

Trials and tests

Calm seas and storms

Successes and failures

Resilience and growth

Gathering loot and dumping garbage!



DISCUSSION TOPICS

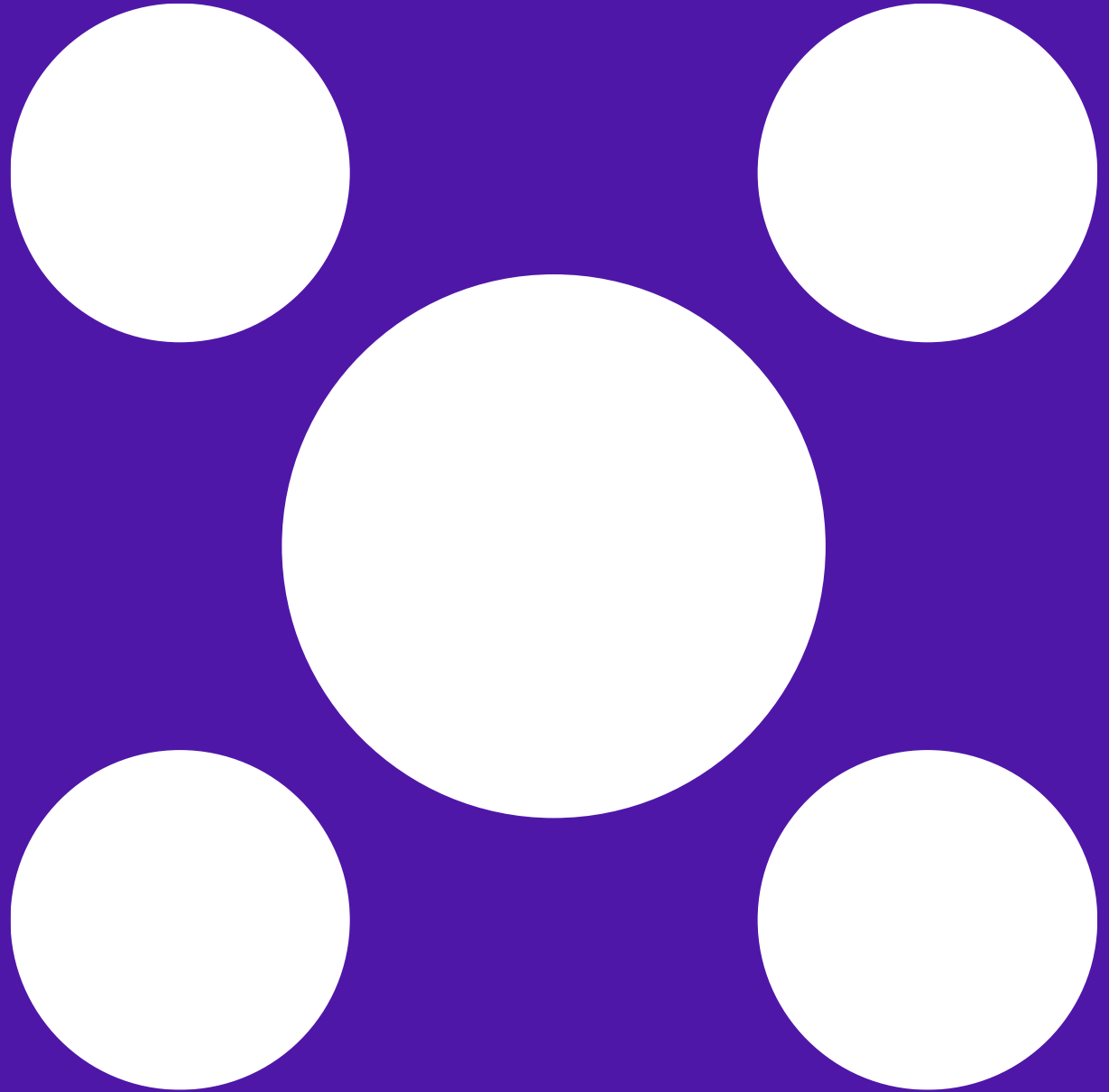
Leadership versus
Management

Emotional Intelligence
and Soft Skills

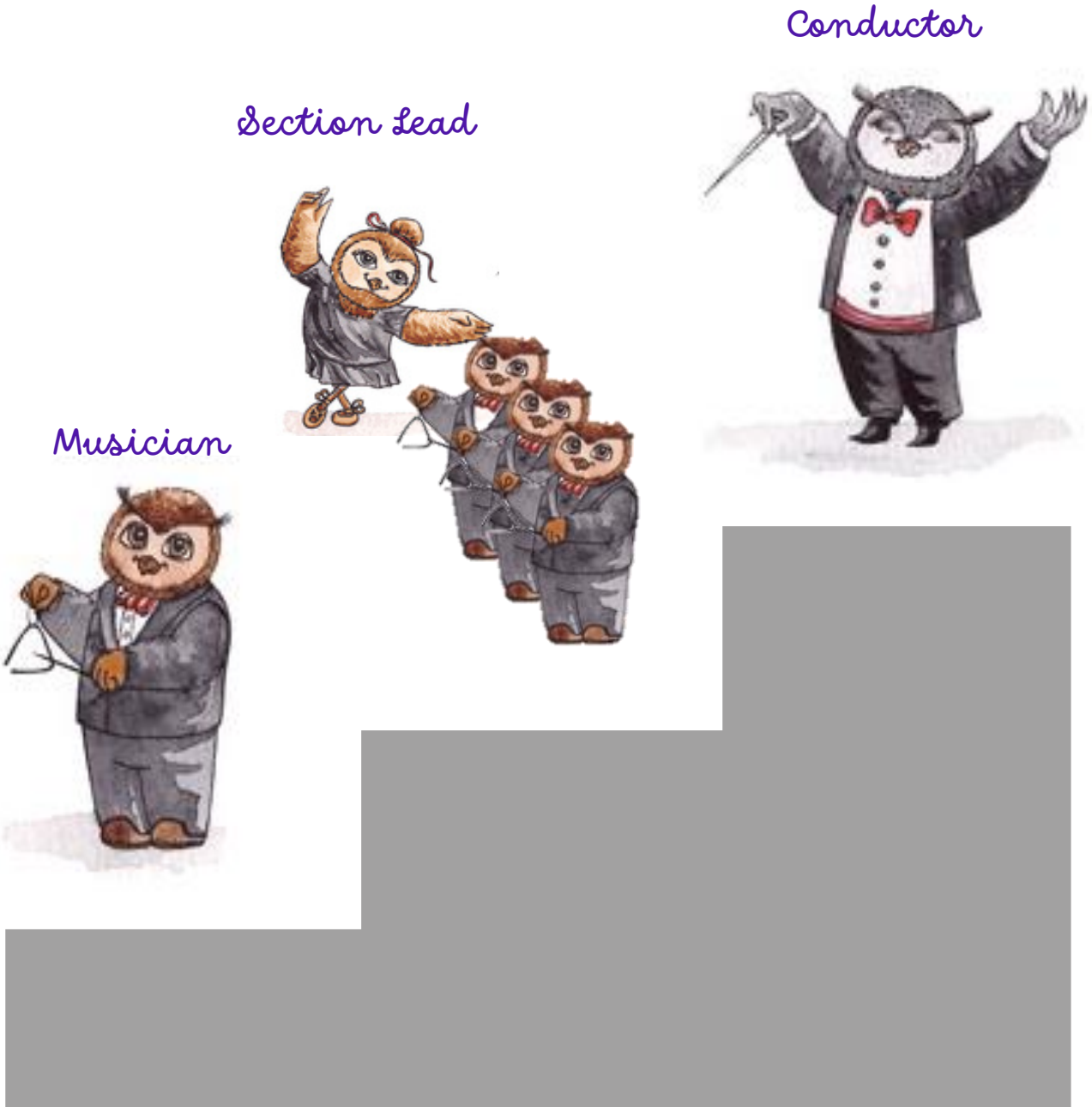
Leading in the Future

Why Leadership?

LEADERSHIP VERSUS MANAGEMENT



THE LEADERSHIP ODYSSEY



WHAT IS LEADERSHIP

19th century

Traits of great men

(Carlyle, 1869)

1940s

The behavior of a person directing activities

(Hemphill, 1949)

1980s

Non-coercive influence

(Rost, 1991)

The ability to induce obedience, respect, loyalty, and cooperation

(Moore, 1927)

1920s

The behaviors which influences towards shared goals

(Seeman, 1960)

1960s

Authenticity, spirituality, servanthood, adaptiveness

(Rost, 1991)

21st century and beyond

WHAT IS A LEADER

Someone who
“takes responsibility for
finding the potential in
people and processes,
and who has the courage
to develop that potential.”

– Brene Brown

On The Definition Of Leadership (2012)



SELF-AWARENESS

VULNERABILITY

COURAGE

LEADERSHIP AND MANAGEMENT



Leader

Visionary

Sets direction

Inspires people

Reaches long-range goals and objectives

Manager

Builder

Creates processes

Develops people

Manages status quo efficiently and effectively

How you execute your leadership matters!

MANAGEMENT – TAKEAWAYS



Communicate,
Communicate,
Communicate



Be authentic

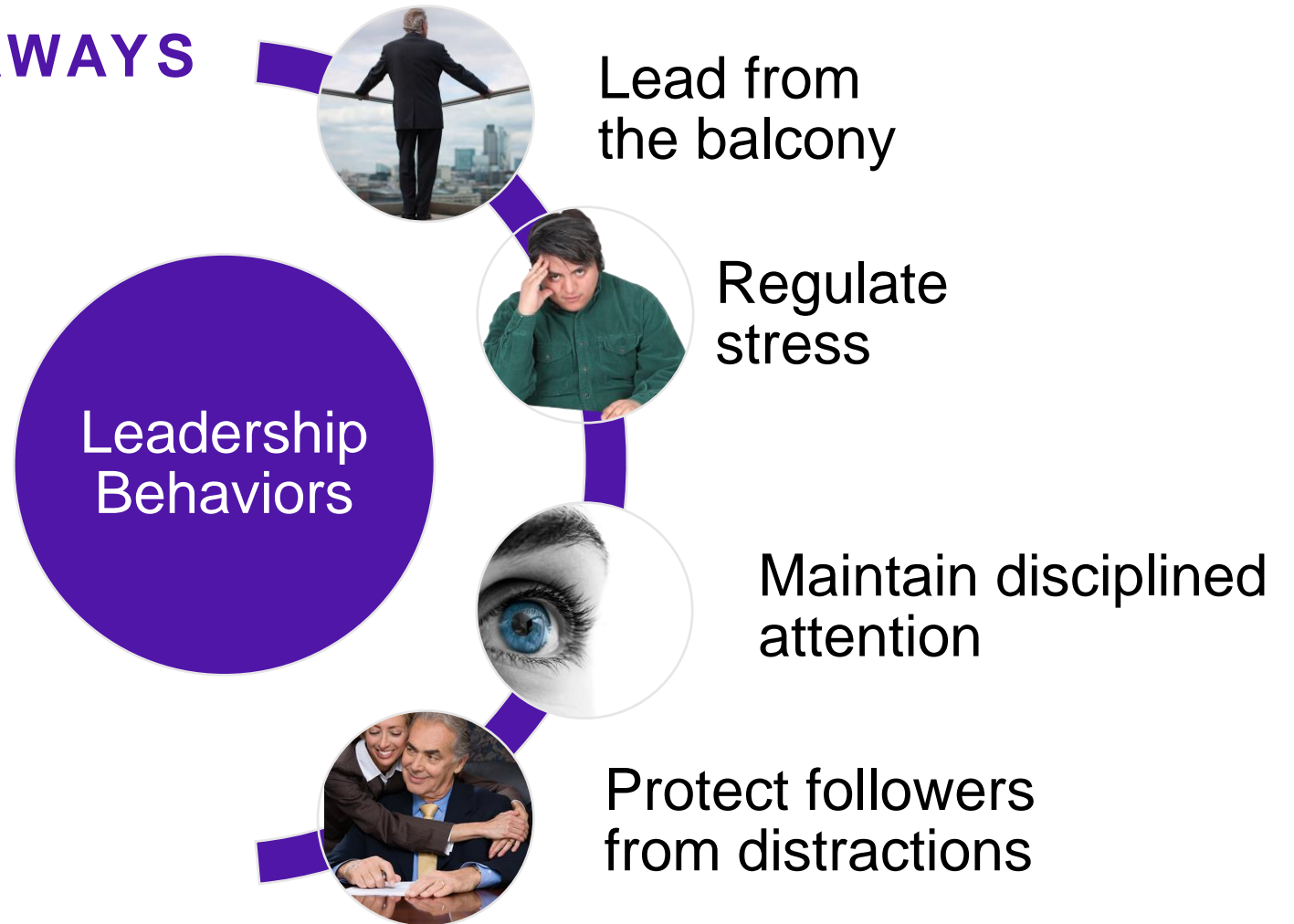


Help people
make sense
out of what is
happening

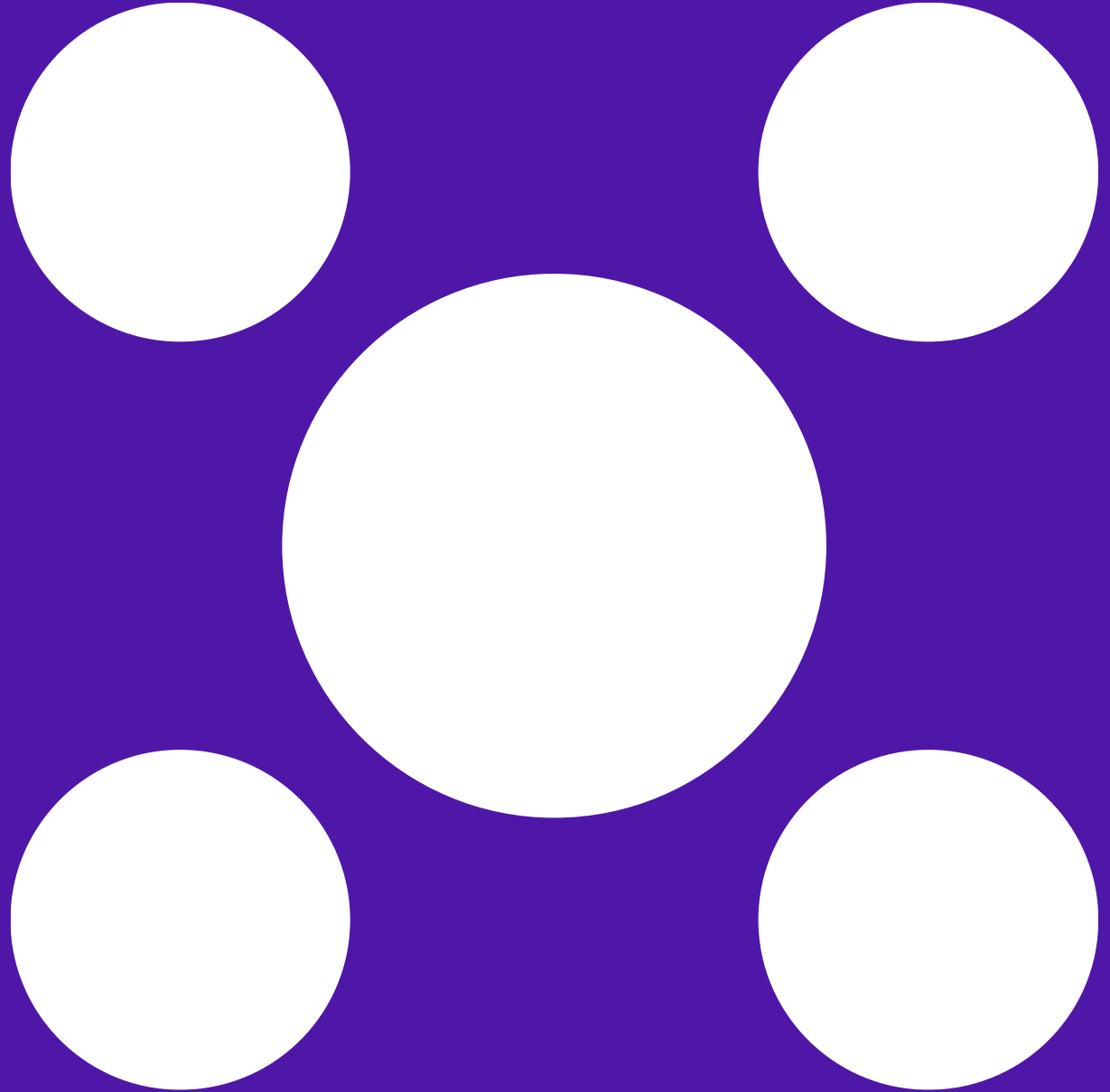


Give people
the resources
they need

LEADERSHIP – TAKEAWAYS



EMOTIONAL INTELLIGENCE AND SOFT SKILLS



LEFT-BRAINED BUREAUCRACY

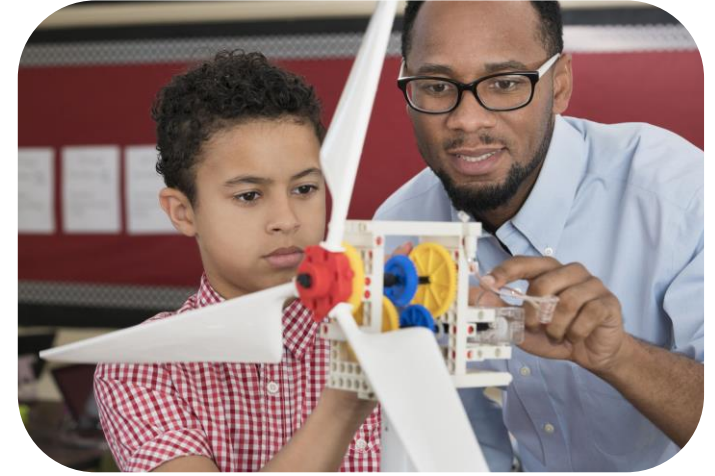
Rules,
repeatable processes,
written procedures,
standards,
laws



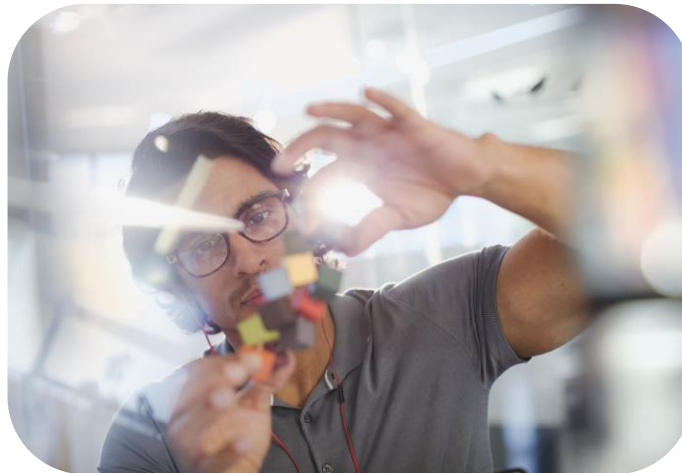
RIGHT-BRAINED ARTISTRY



designers



teachers



inventors



storytellers

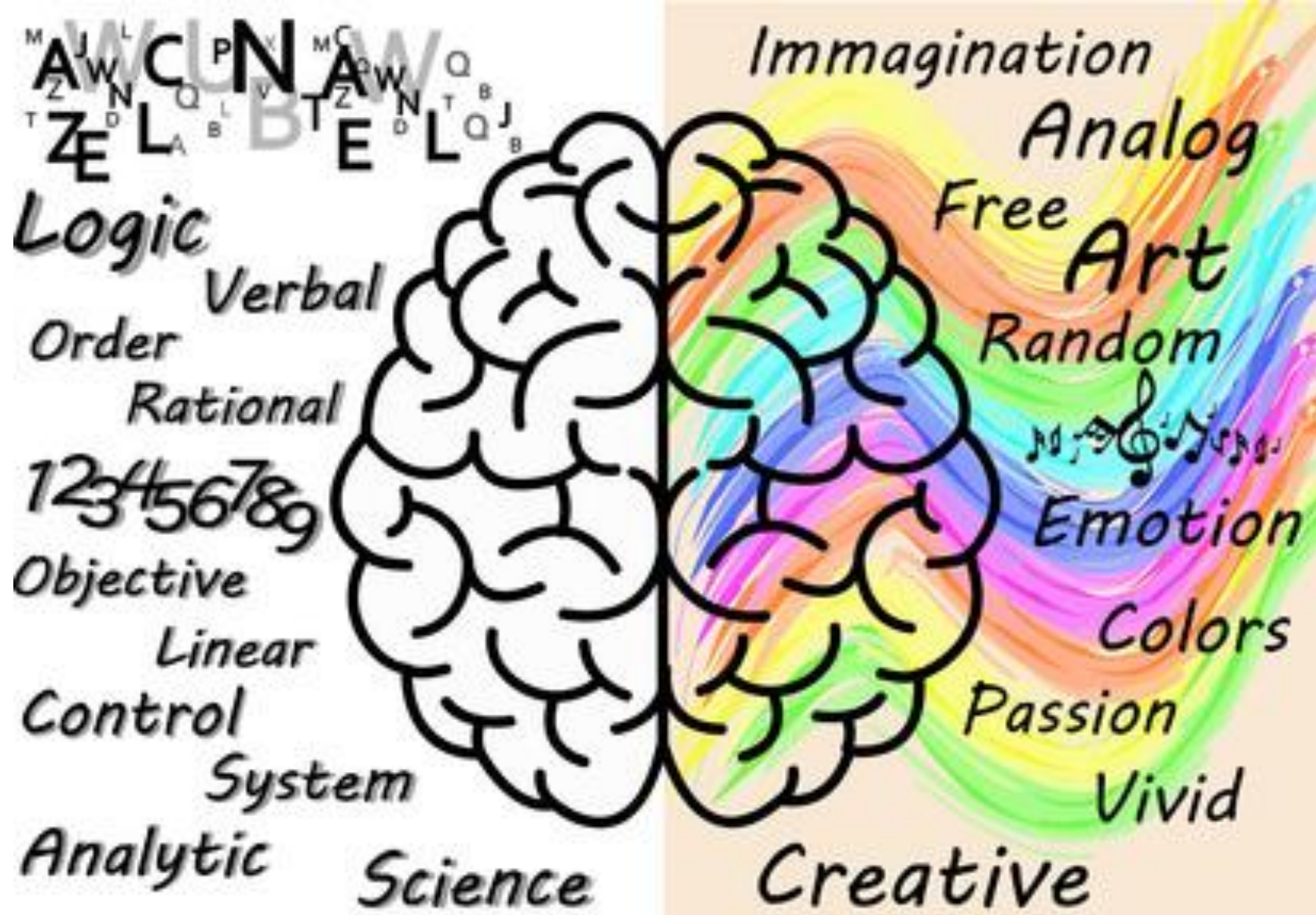
BRAIN HEMISPHERES

French neurologist Paul Broca 1860

German neurologist Carl Wernicke 1870s

California Institute of Technology professor Roger Sperry 1950s

California State University art professor Betty Edwards 1979



WHEN RIGHT- BRAIN RULES

Left Brain

Consumer goods are in abundance and in demand

Activities are reduced to a set of rules

Tasks are logical and repeatable

Right Brain

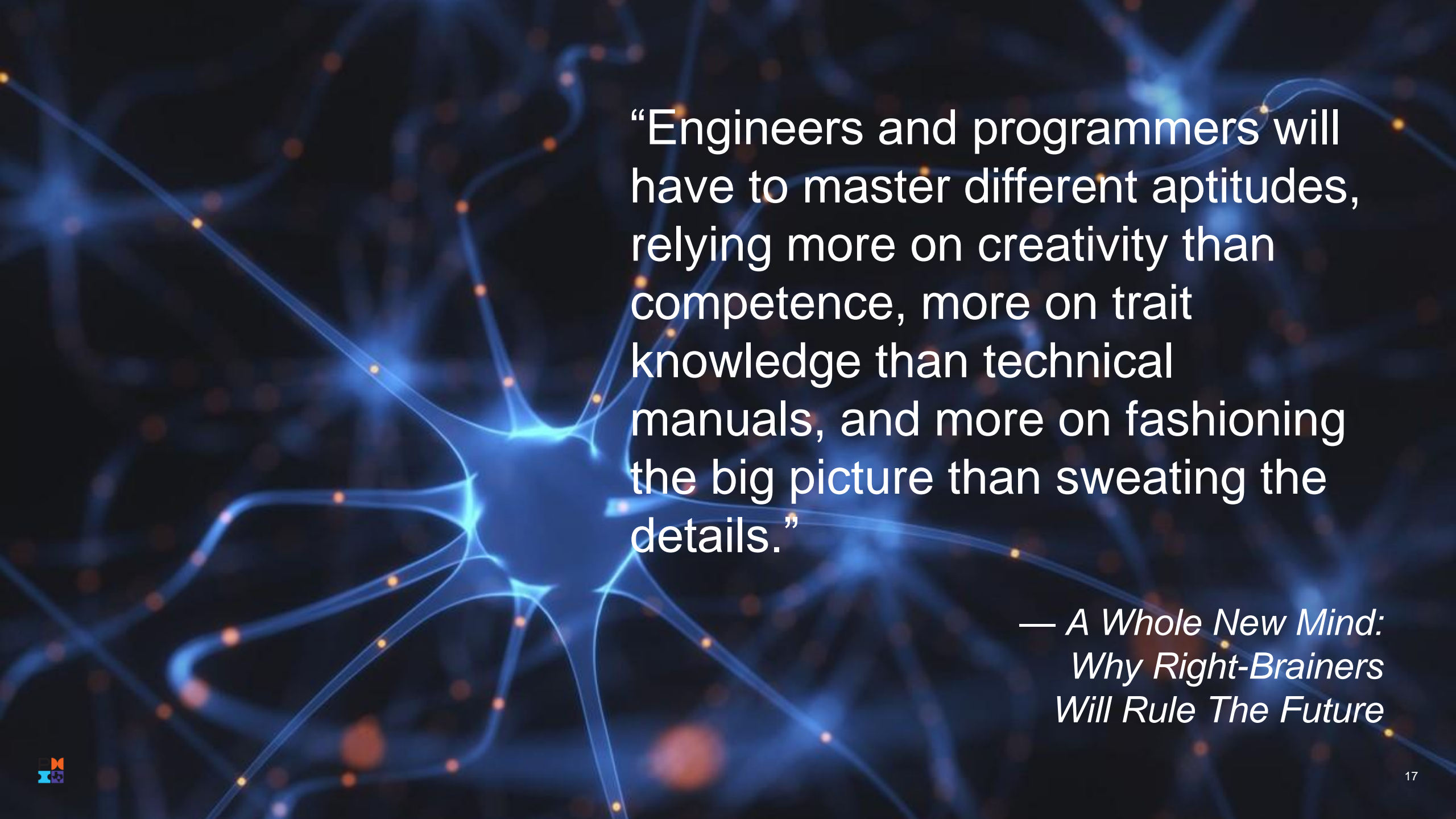
What's left that no one could think of?

Demand is satisfied by creators and empathizers

Activities are reduced to a set of patterns

Solving problems are unprecedented

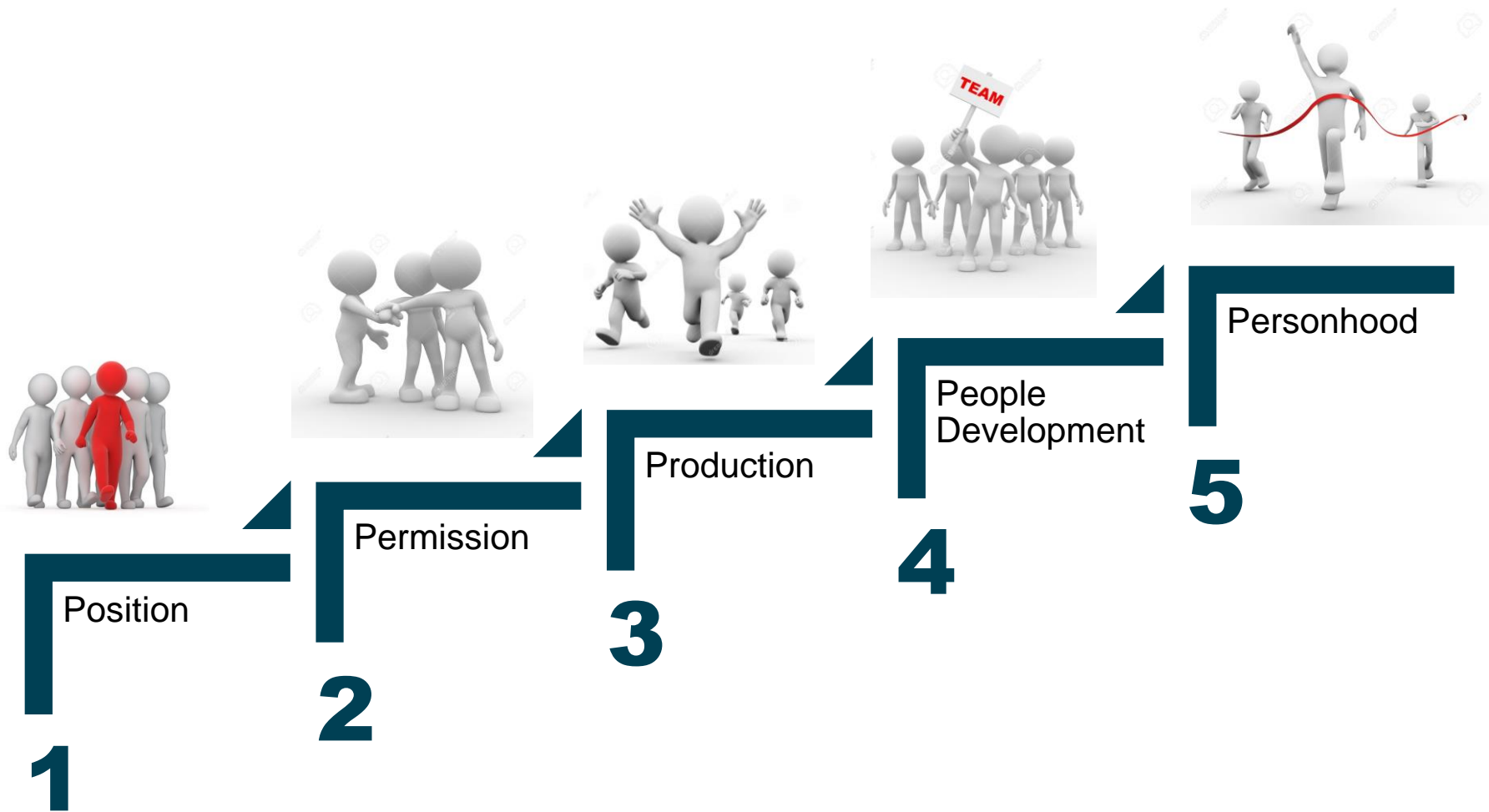




“Engineers and programmers will have to master different aptitudes, relying more on creativity than competence, more on trait knowledge than technical manuals, and more on fashioning the big picture than sweating the details.”

— *A Whole New Mind:
Why Right-Brainers
Will Rule The Future*

MAXWELL'S FIVE LEVELS OF LEADERSHIP



“If you think you are too small to make a difference, try sleeping with a mosquito.”

– The Dalai Lama

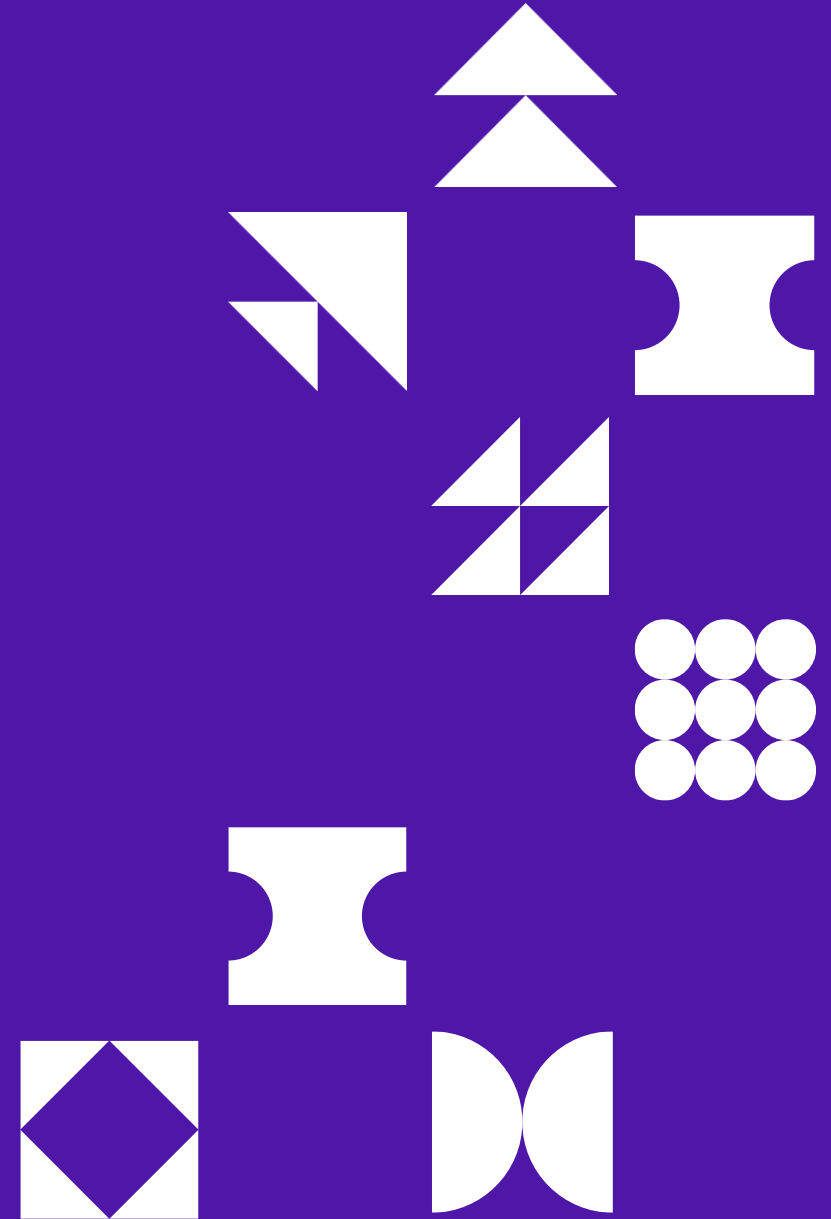
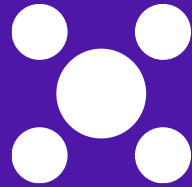


LEFT BRAIN VIDEO





Project
Management
Institute®
Austin



10-MINUTE BREAK

Networking & Self-Reflection

WHAT IS EMOTIONAL INTELLIGENCE?

Ability to perceive, use, understand and manage emotions

Awareness that emotions can drive our behavior and impact people (positively and negatively), and learning how to manage those emotions – both our own and others – especially when we are under pressure



WHAT IS EMOTIONAL INTELLIGENCE?

Term first used by Davitz
(1964)

Seminal research from
Salovey and Mayer
(1990)

Popularized by
Dan Goleman
(1995, 1998, 2001, 2019)



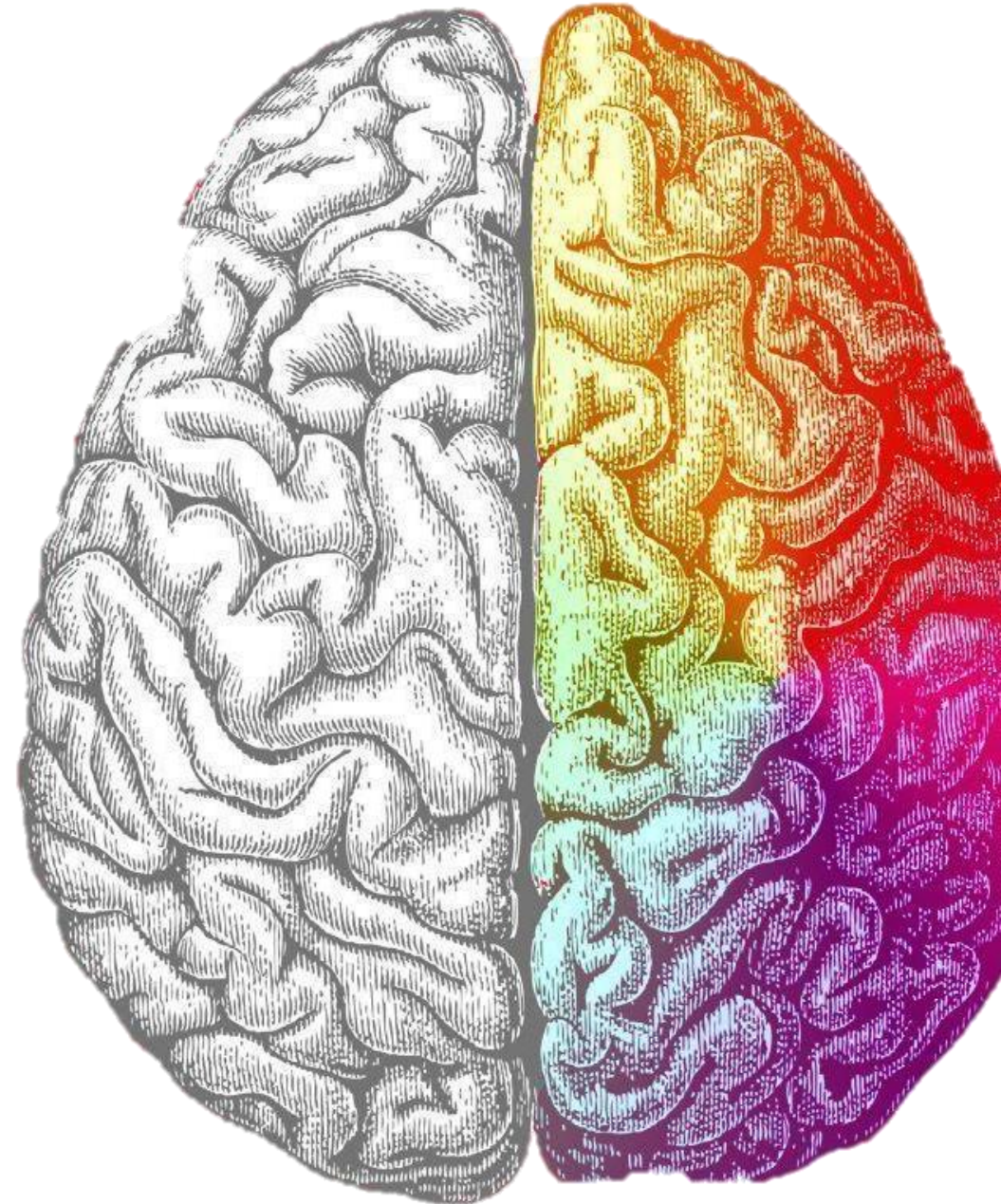
KINDS OF INTELLIGENCE

Intellectual

- Based on workings of the neocortex
- More recently evolved layers of brain

Emotional

- Based on lower areas of the brain, the subcortex
- More ancient layers of the brain



KINDS OF INTELLIGENCE

Logical-Mathematical

Consists of the ability to detect patterns, reason deductively and think logically

Linguistic

Involves having a mastery of language

Spatial

Gives one the ability to manipulate and create mental images in order to solve problems

Musical

Encompasses the capability to recognize and compose musical pitches, tones, and rhythms

KINDS OF INTELLIGENCE

Bodily-Kinesthetic

The ability to use one's mental abilities to coordinate one's own bodily movements

Personal

Includes interpersonal feelings and intentions of others

Intrapersonal

The ability to understand one's own feelings and motivations

Naturalist

Designates the human ability to discriminate among living things (plants, animals) and sensitivity to other features of the natural world (clouds, rock configurations)

EMOTIONAL INTELLIGENCE



Self Awareness



Self Regulation



Motivation



Empathy



Social Skills

SELF-AWARENESS

Knowing what you are feeling in the moment

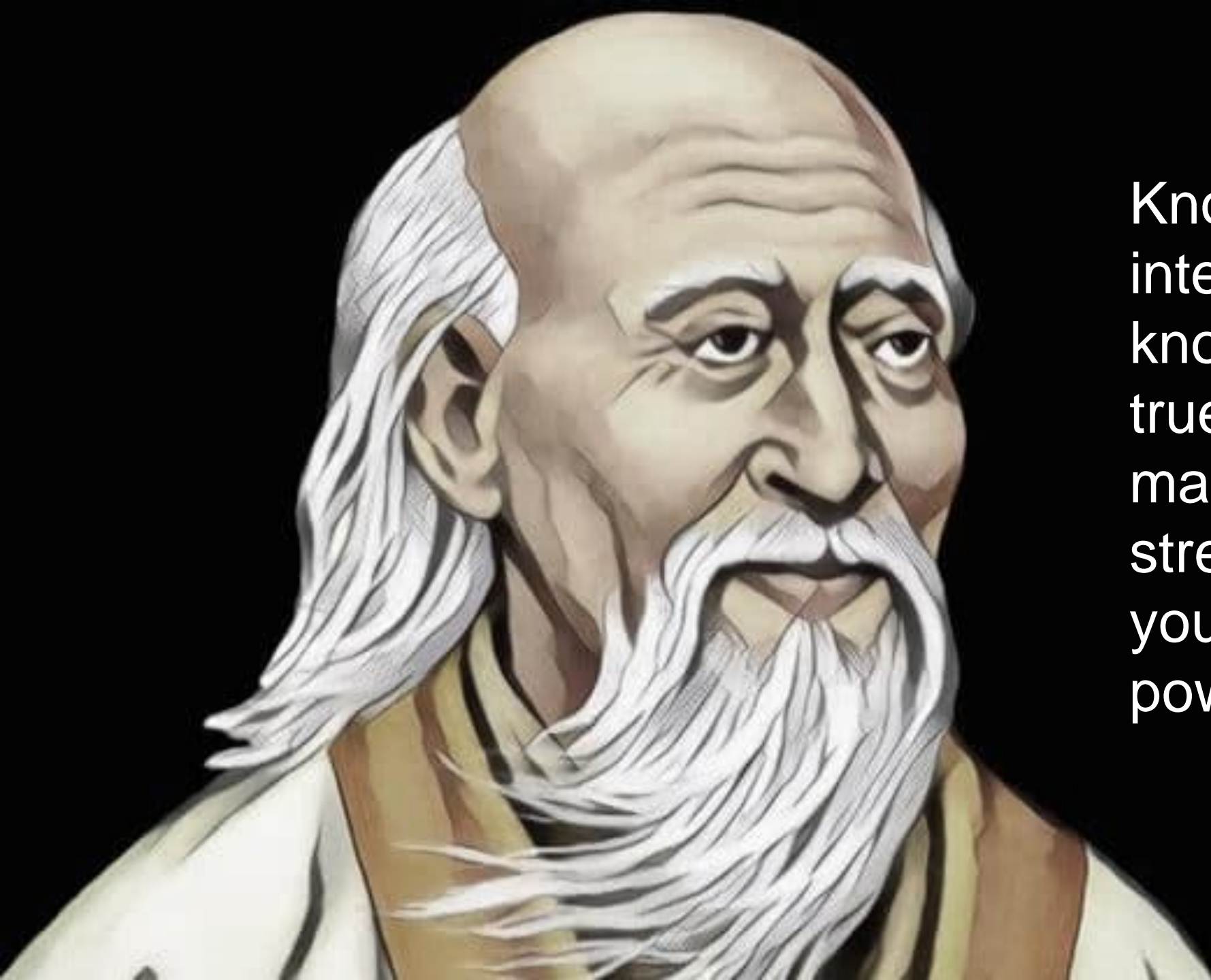
Using knowledge of those feelings to guide decision-making

Having a realistic assessment of your own abilities

Having a grounded sense of self-confidence

WHAT MATTERS MOST IS HOW YOU SEE YOURSELF.





Knowing others is
intelligence,
knowing yourself is
true wisdom;
mastering others is
strength, mastering
yourself is true
power.

– Lao Tzu,
Chinese philosopher

SELF-AWARENESS

Characteristics of People Who are Not Self-Aware

Bullies

Controlling

Passive aggressive

Not accountable

Delusions of grandeur



SELF-AWARENESS

Blind Spots

Blind ambition

Unrealistic goals

Relentless striving

Drives others too hard

Power hungry

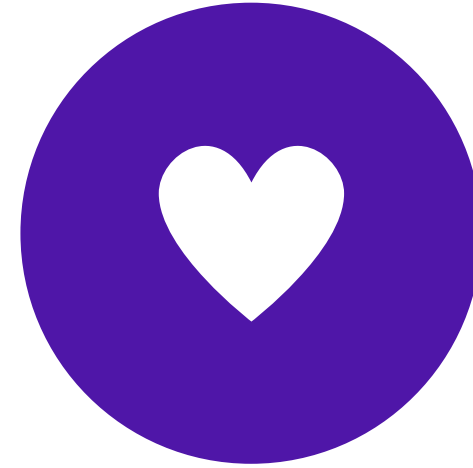


SELF-REGULATION



BEHAVIORAL

You want to quit,
but you don't



EMOTIONAL

You want to punch someone
in the face, but you don't

SELF-REGULATION

Handling emotions well

Delaying gratification to pursue goals

Recovering from emotional distress

Maintaining standards of honesty and integrity

Taking responsibility for personal performance

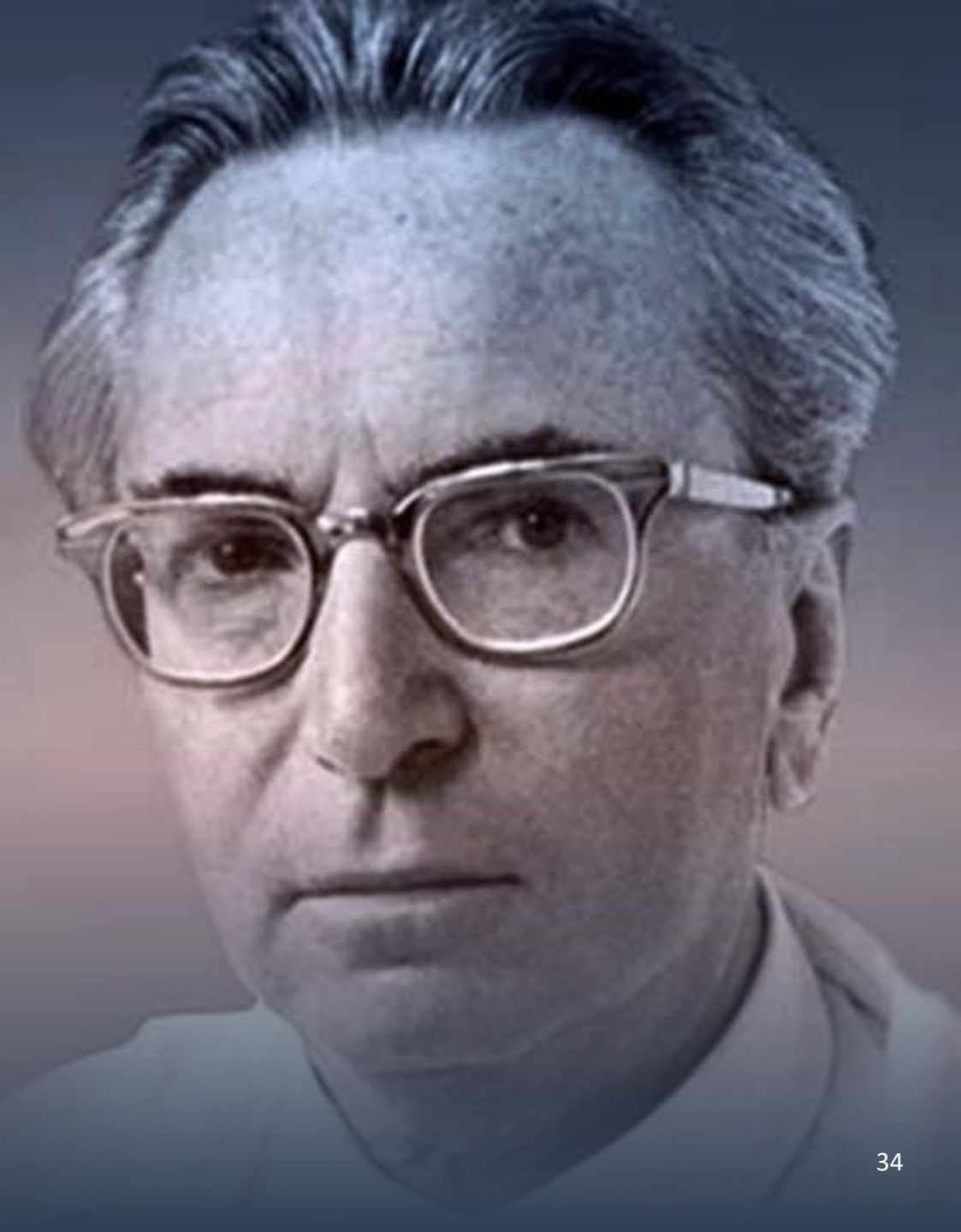
Flexibility in handling change

Being comfortable with innovation



“What man actually needs is not a tensionless state but rather the striving and struggling for some goal worthy of him. What he needs is not the discharge of tension at any cost, but the call of a potential meaning waiting to be fulfilled by him.”

– Viktor Frankl,
author of *Man’s Search for Meaning*



SELF-REGULATION

Characteristics of those who lack self-regulation

Less cognitively adept

Less emotionally aware

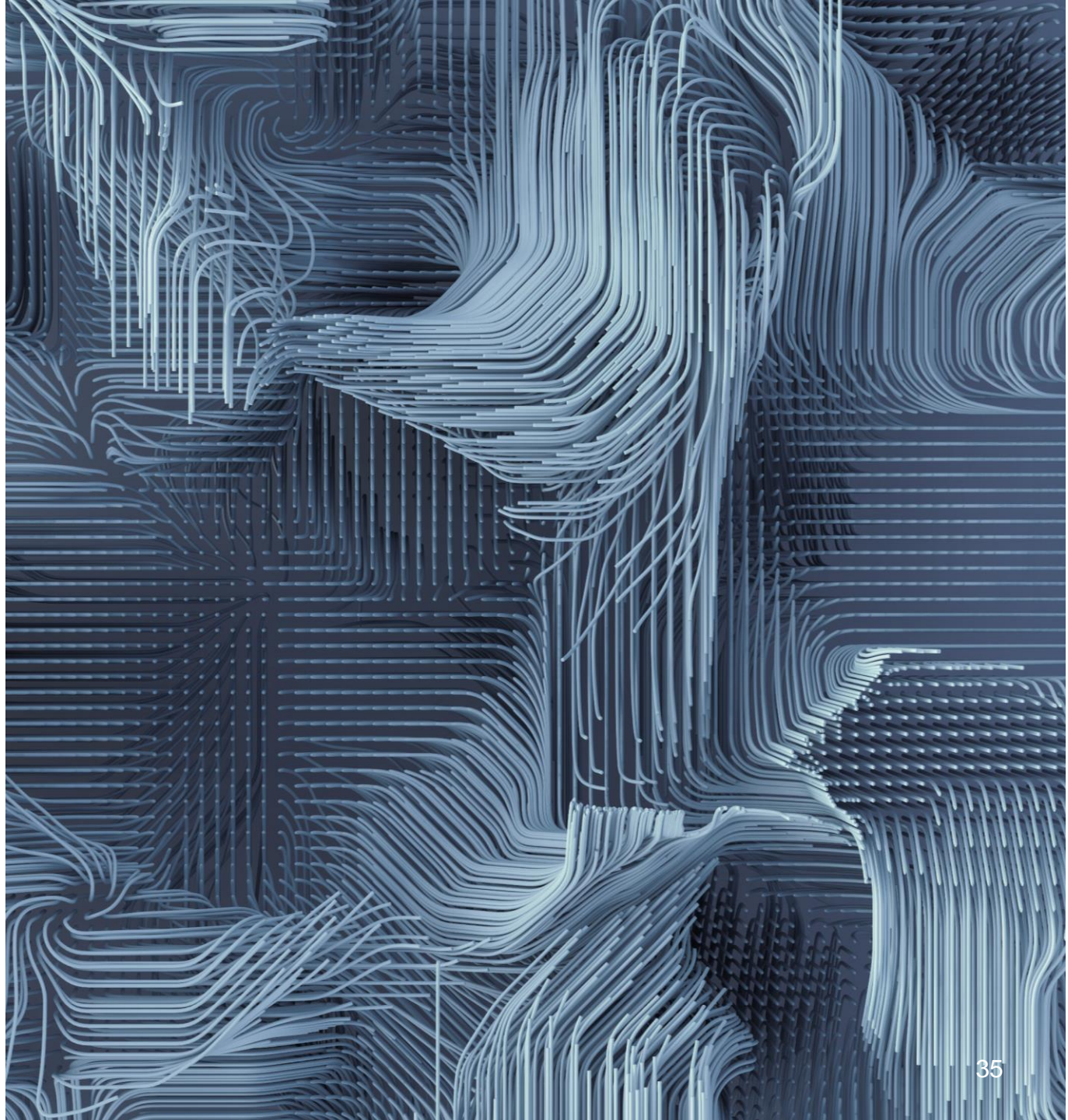
More often loners

Less dependable

Easily distracted

Unable to delay gratification to achieve goals

Inflexible under pressure



SELF-REGULATION



Manage compulsive feelings



Stay calm, positive, and unflappable



Think clearly and are focused under stress

MOTIVATION



Activation



Persistence



Energy

MOTIVATION

Guided by our deepest goals

Has initiative to improve

Persevere in the face of setbacks or frustration



**"Do... or do not.
There is no try."**



CHARACTERISTICS OF THE UNMOTIVATED

Negative outlook
on everything

Blame others

Do not carry their
own weight

Uninspired



EMPATHY

RSA



Shorts

EMPATHY

Sensing what people are feeling

Being able to take their perspective

Building rapport with a broad range of people





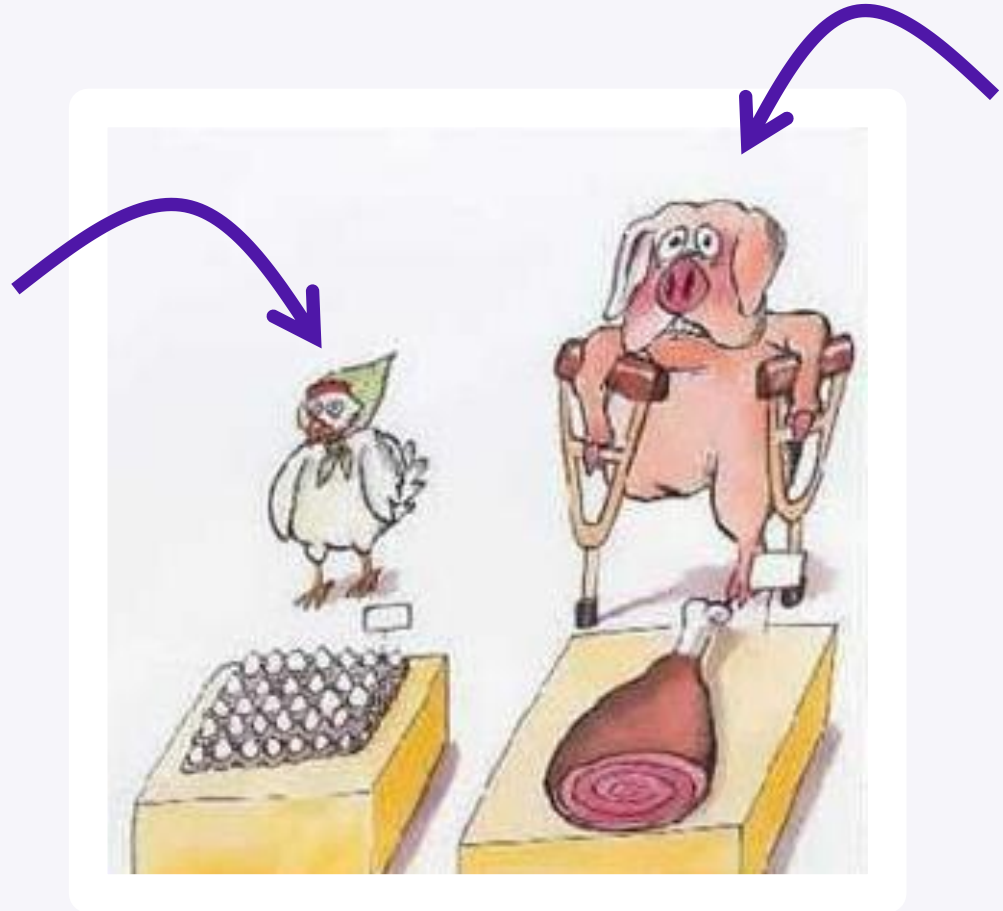
“Empathy is about standing in someone else's shoes, feeling with his or her heart, seeing with his or her eyes. Not only is empathy hard to outsource and automate, but it makes the world a better place.”

– Dan Pink, American author

EMPATHY

As it relates to breakfast...

Are you a chicken
or a pig?



DEVELOPING EMPATHY

1

Listen more
than talk

2

Allow yourself
to be
vulnerable

3

Set aside
assumptions
and
judgements

4

Use your
imagination

5

Tune into the
welfare and
needs of others

SOCIAL SKILLS

Handling emotions well

Accurately reading social situations

Interacting smoothly

Being persuasive

Managing conflict

Negotiating effectively

Leading exemplary



SOCIAL SKILLS

Adeptness at inducing desirable responses and emotions in others



Fascinating

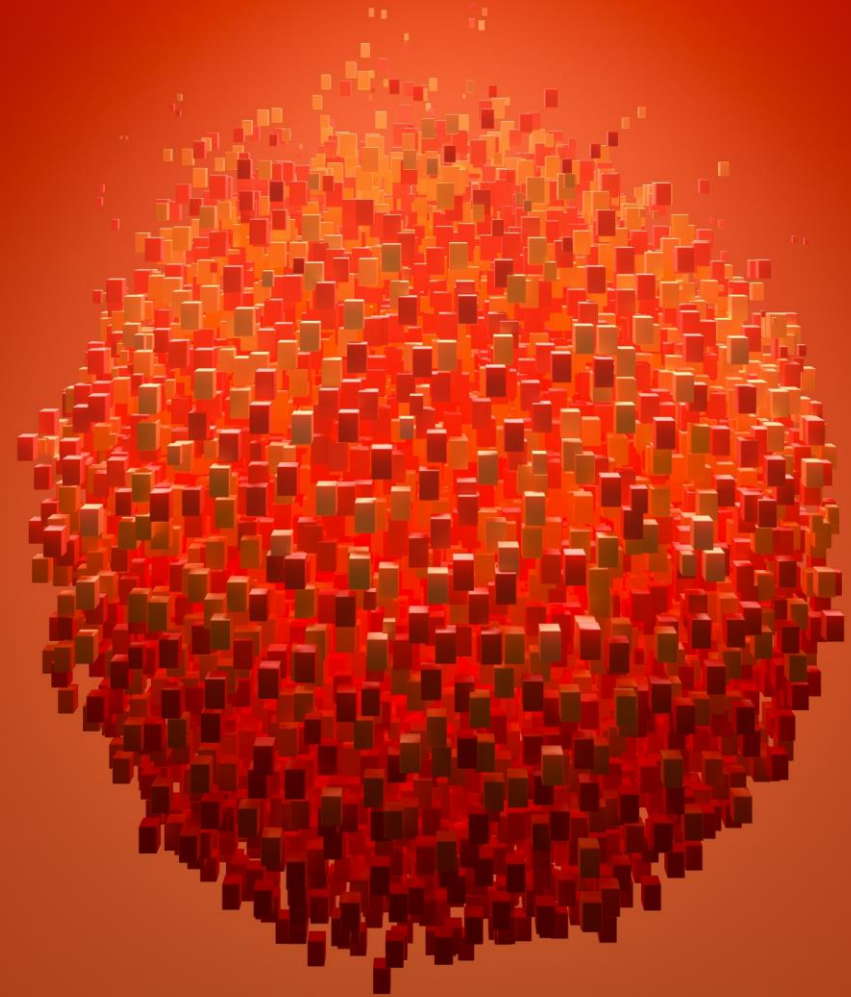


“When people become lonely and isolated, whatever social skills they have tend to atrophy from misuse.”

– Chris Segrin,
behavioral scientist

SOCIAL SKILL

Carefully examine the affect of social distancing, quarantining, and isolation on our social skills.



THE DARK SIDE OF SOCIAL SKILL

Social Skill in service to oneself
and the to the detriment of the whole:

May eventually be recognized as a charade

Will usually result in failure

Leaves subordinates demoralized

Only pretends to like people

THE HARD CASE FOR EMOTIONAL INTELLIGENCE AND SOFT SKILLS

At Lucent Technologies, the teams that stock raw material for manufacturing needed more than technical know-how, they needed skills in listening and understanding. They also needed the **ability to energize others, commitment, and confidence** in those they worked with.

At the University of Nebraska Medical Center, technical expertise and analytical skills are invaluable, but so are emotional competencies like **interpersonal skills, innovation, effective leadership, building partnerships, and networking**.

At Amoco, the giant petrochemical firm, for superior performance in engineering or managing information technology, expertise and analytic thinking are, again on the list. But so are **self-confidence, flexibility, an achievement drive, service orientation, teamwork and cooperation, wielding influence, and developing others**.

THE HARD CASE FOR EMOTIONAL INTELLIGENCE AND SOFT SKILLS

Top performers excel because of emotional skills

Technical and intellectual skills have limited effect on performance

Example – Computer Programmers:

- Top 10% of performers exceed average performers by 320%
- Top 1% produce 1,272% more than average

“It’s not just computing skills that set apart the stars, but teamwork ... [T]he very best are willing to stay late to help their colleagues finish a project, or to share shortcuts they discover rather than keep them to themselves. They don’t compete – they collaborate.”

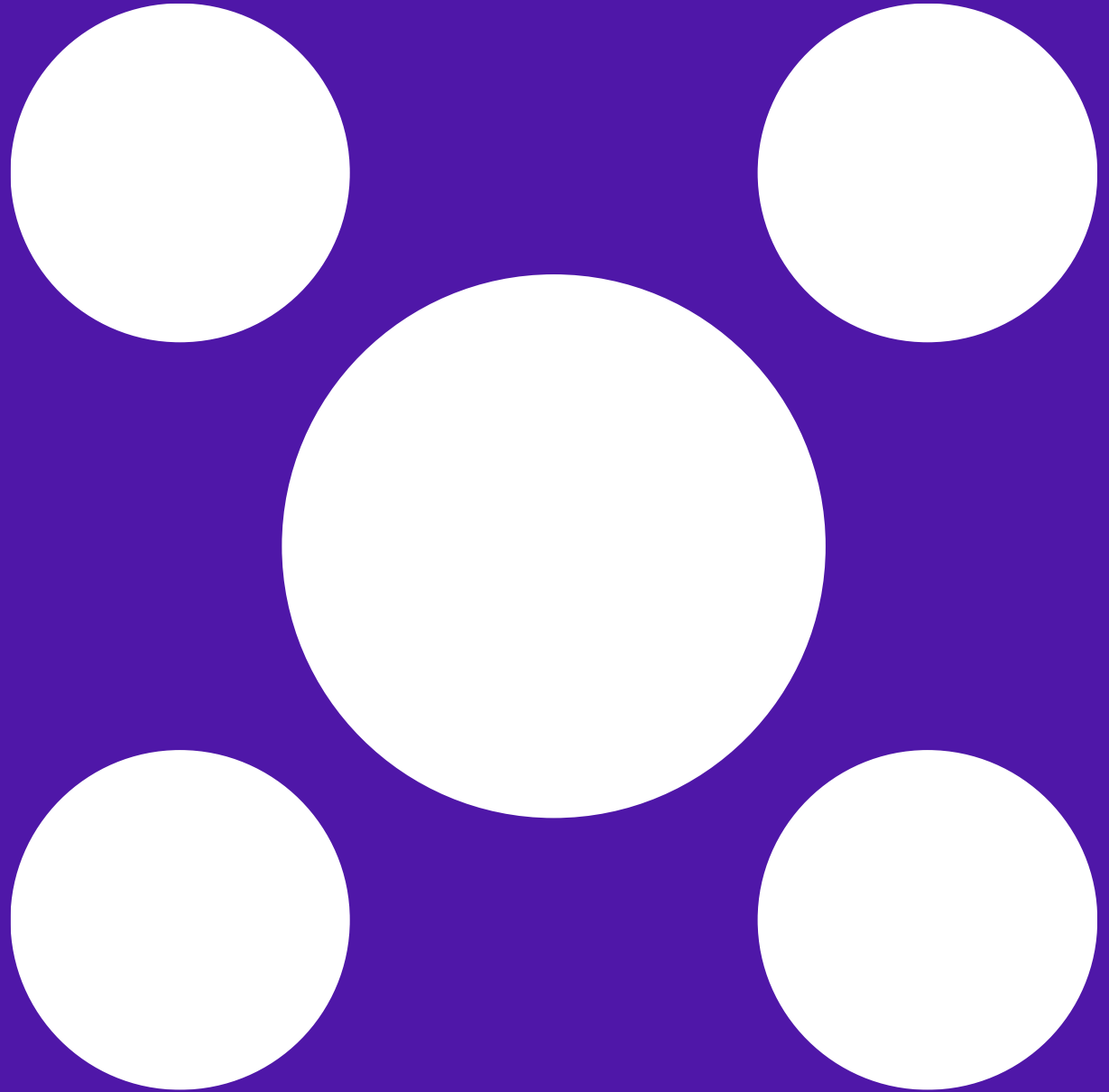
– Dan Goleman,
Working with Emotional Intelligence,

TAKE THE EMOTIONAL INTELLIGENCE QUIZ:

<http://www.surveymonkey.com/muse-EI>

Results will be emailed.

LEADING IN THE FUTURE



LEADING IN THE FUTURE

Rapid, constant change

High-rates of interactions between people and organizations

Perturbations in the supply change

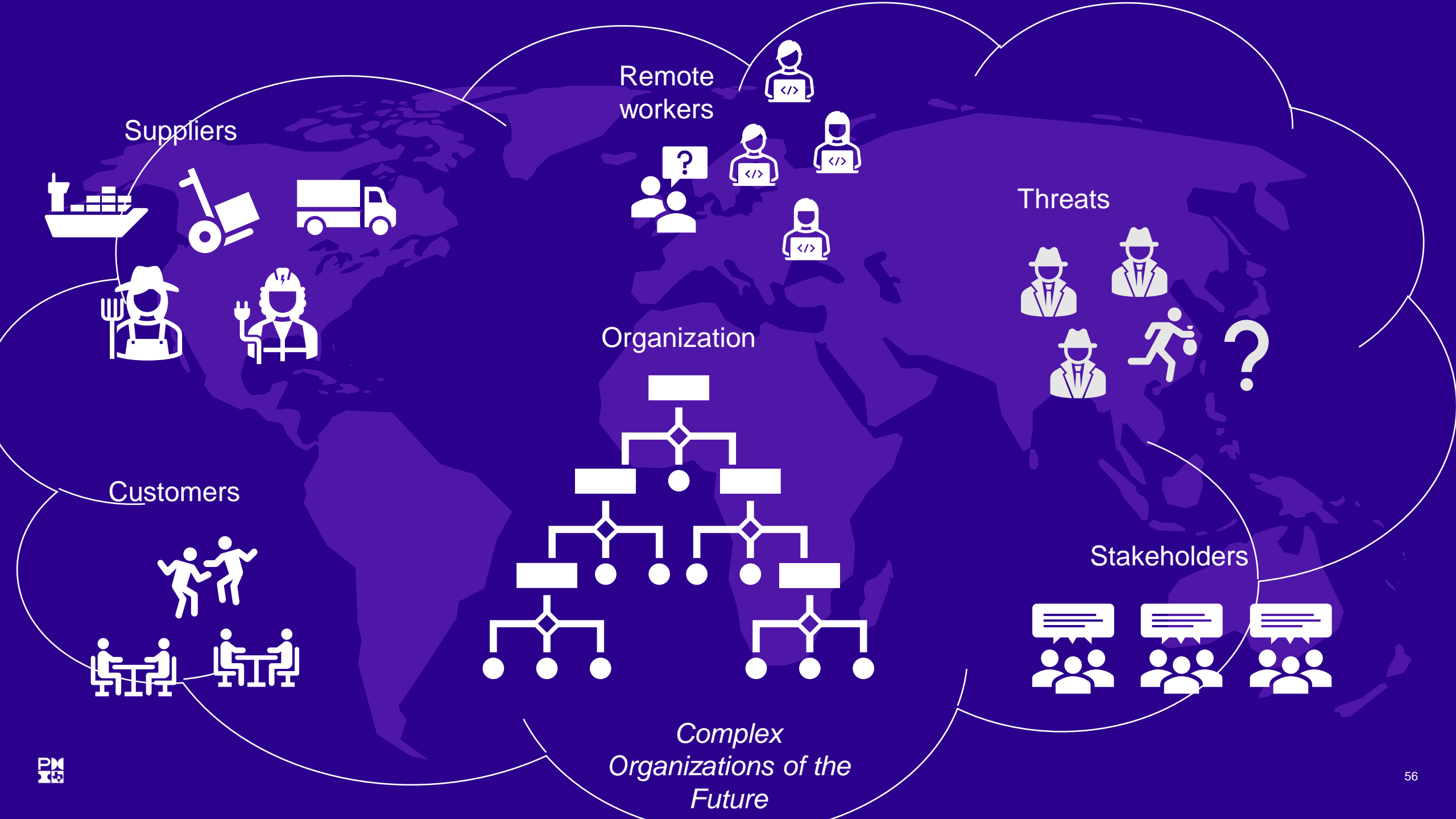
Role ambiguity

Global considerations

Technology points of inflection

Fear, uncertainty, and doubt

Chaos



Suppliers

Remote workers

Threats

Customers

Organization

Stakeholders

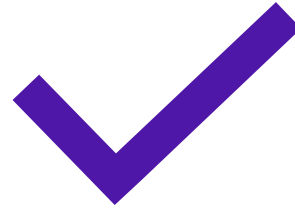
Complex Organizations of the Future

LEADERSHIP IN CHAOS



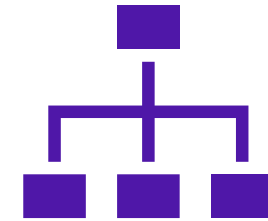
Adaptive

- Encourage new approaches
- Support differences of opinions
- Encourage experimentation



Enabling

- Provide resources and time to try new things
- Forgive failure
- Encourage learning visits to other organizations



Administrative

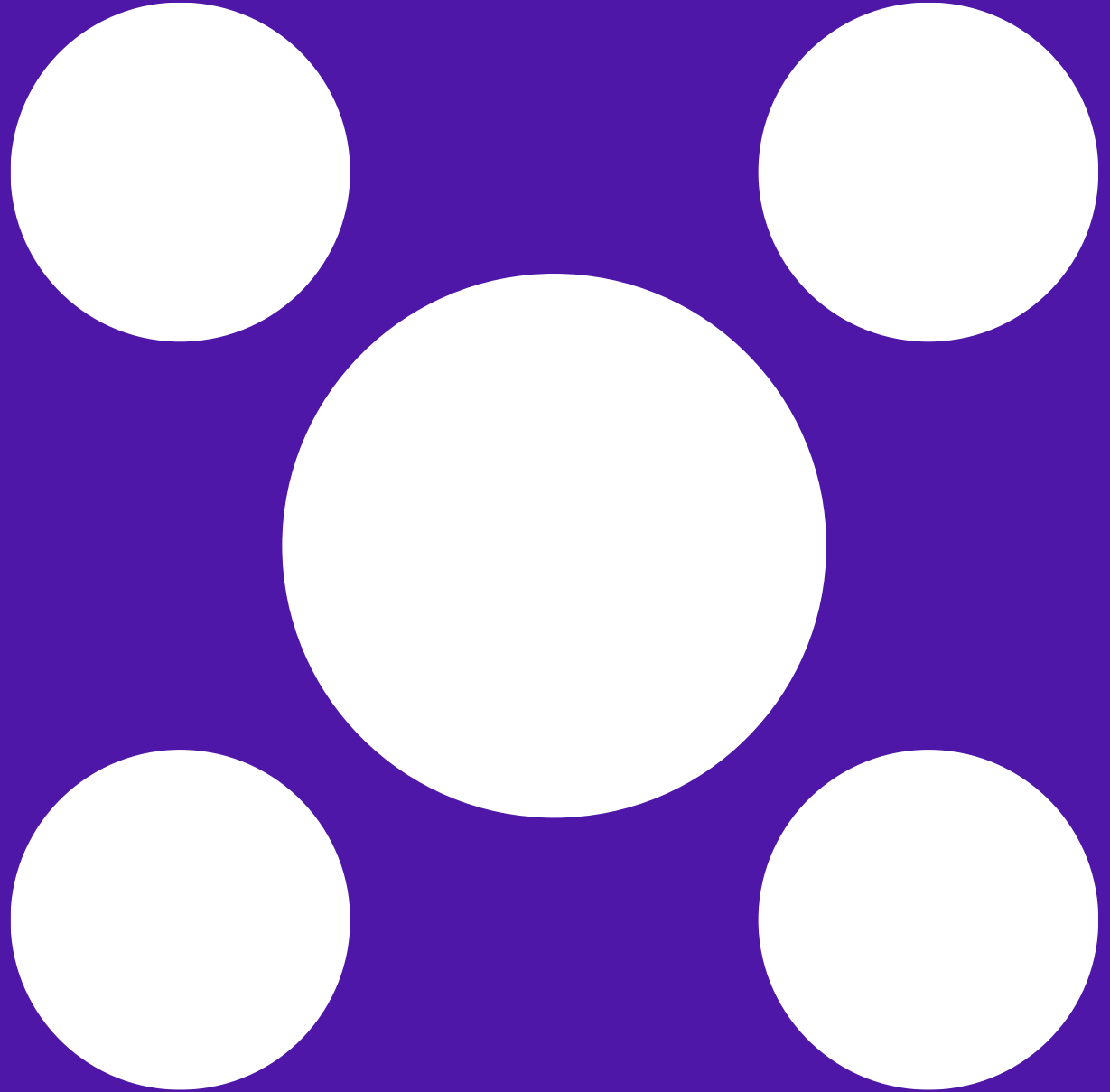
- Ask people to invest more time and energy
- Establish targets and deliverables
- Drive accountability
- Quiet voices which distract from purpose

“Never waste a
good crisis.”

– Machiavelli



WHY LEADERSHIP?



WHY LEADERSHIP?



Problems cannot be solved
same old way

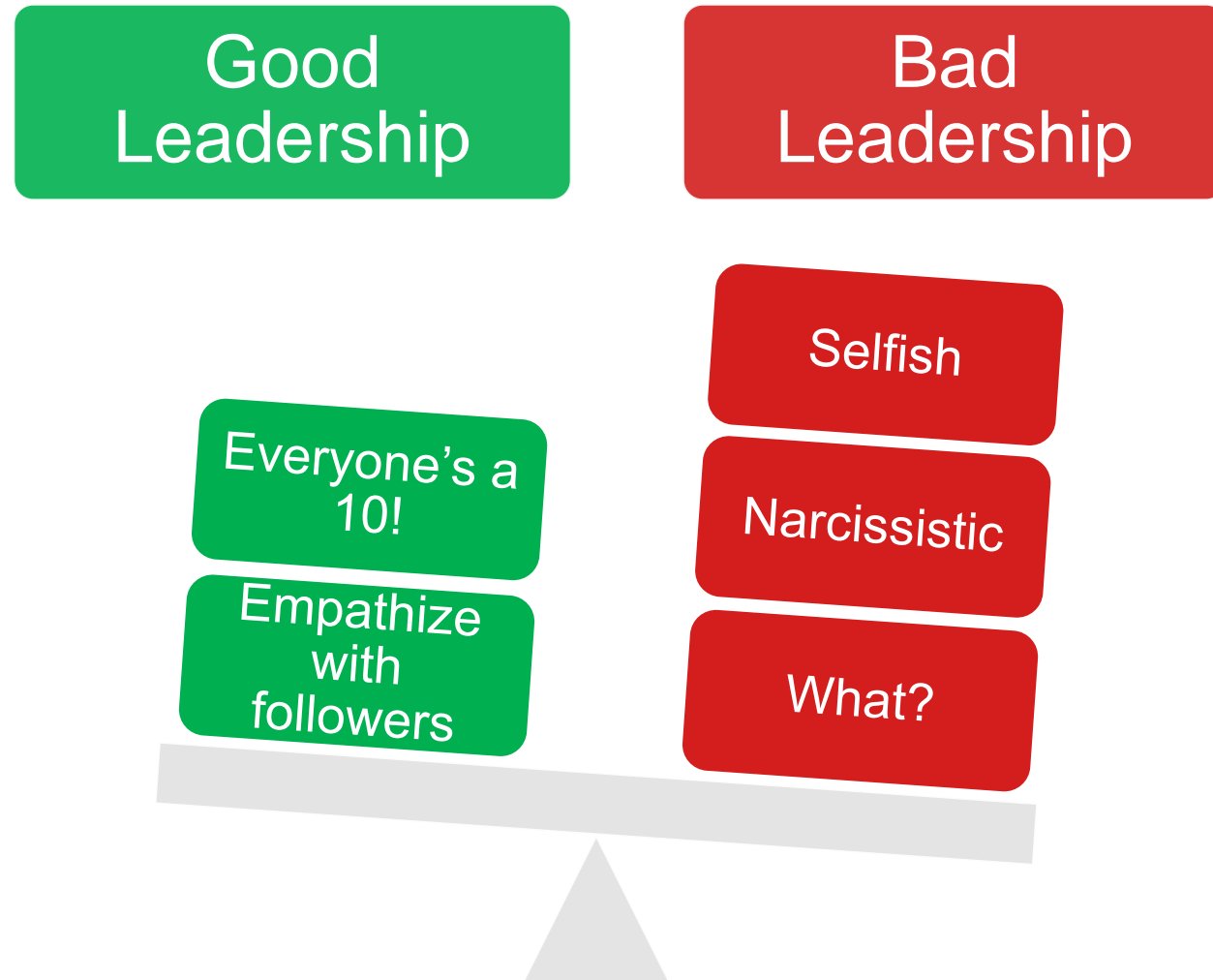
Environment of uncertainty
or crisis

People don't necessarily
know what to do or how

Status quo no longer
viable or acceptable

SWAMP PEOPLE

WHO ARE YOUR SWAMP PEOPLE?



WHERE DO I START?

Influence

The capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself

People follow you

People listen to you

People want to be like you

Credibility

The quality of being trusted and believed in

People are confident in you

People rely on you

People have hope in you

WHERE DO I START?

Create

To bring (something) into existence

Have intention

Pay attention

Have conviction

Lead with their heart

Talent

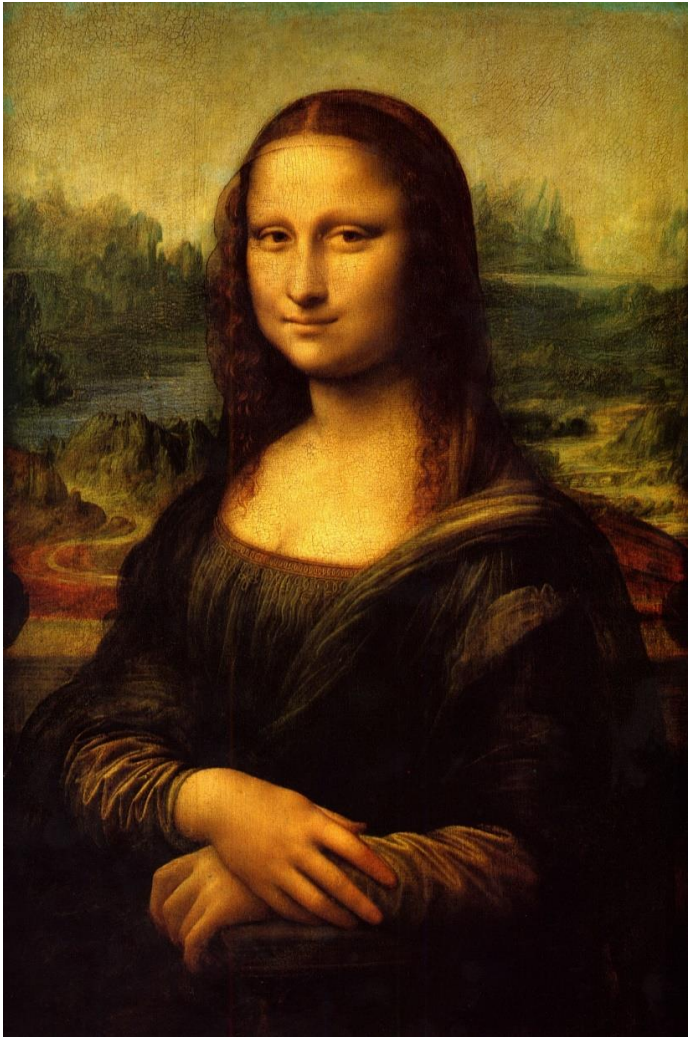
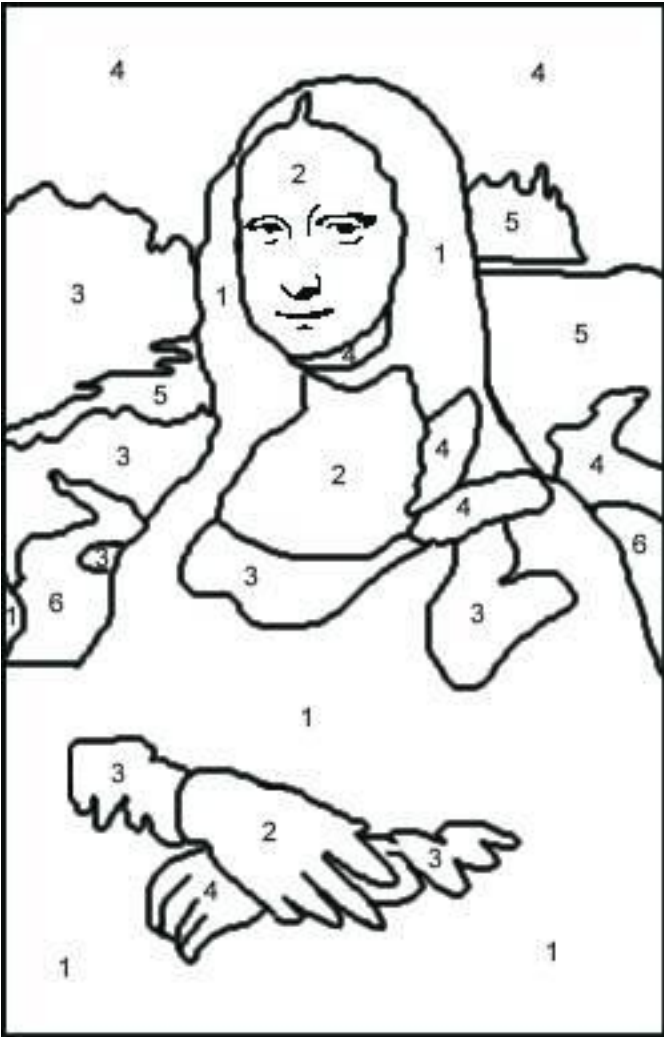
A natural aptitude or skill

Is able and willing to lead at high levels

Transcend their own industry or occupation

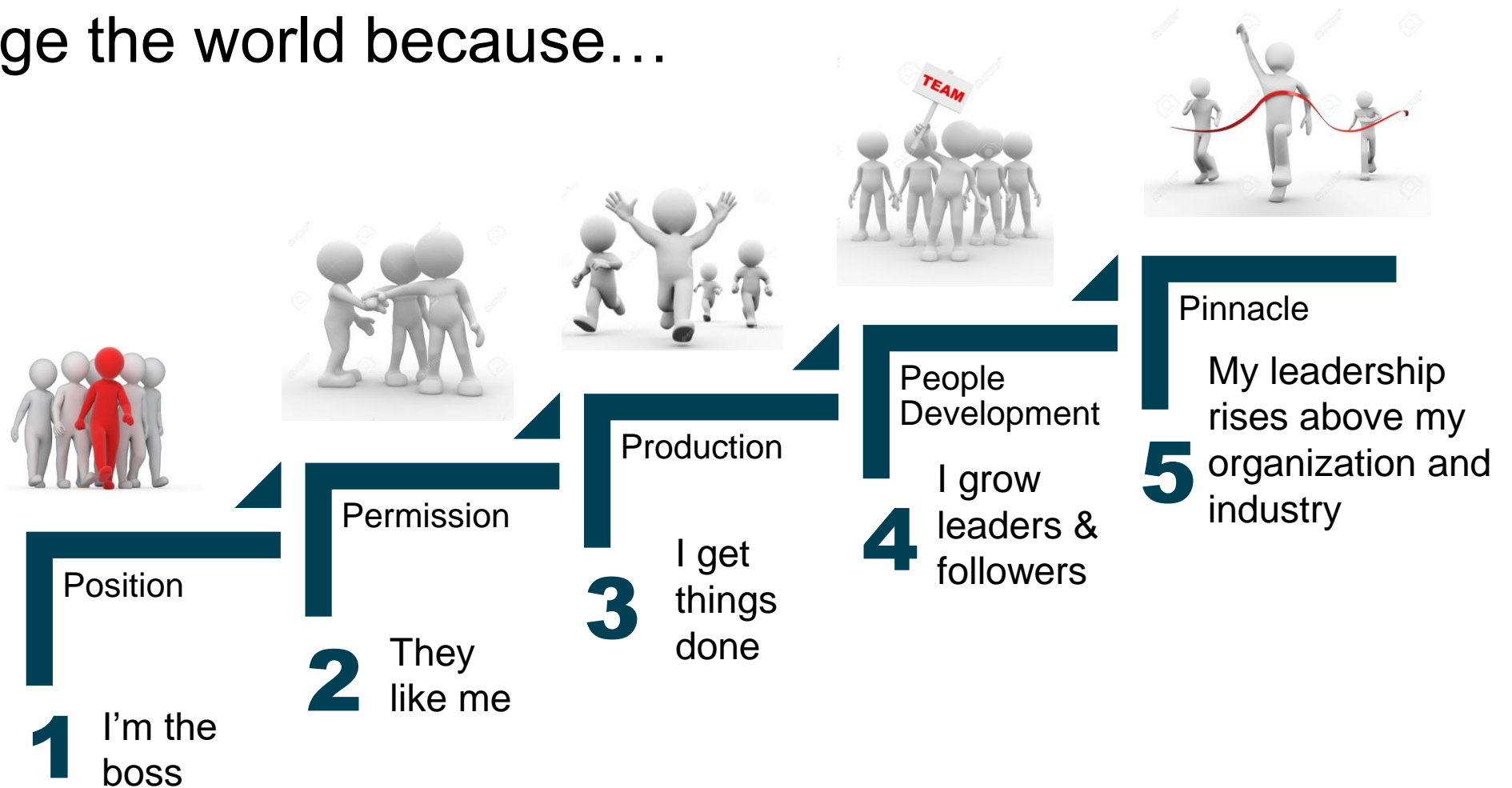
Develop their personal talent

PAINTING A LEADERSHIP MASTERPIECE



IMPACTING THE FUTURE

I can change the world because...



THE ODYSSEY



The Sirens



The Muse

THE ODYSSEY: EXERCISE



What I need to add:

-
-
-



What I need to shed:

-
-
-



My Sirens:

-
-
-



My Muse:

-
-
-



MORAL COURAGE

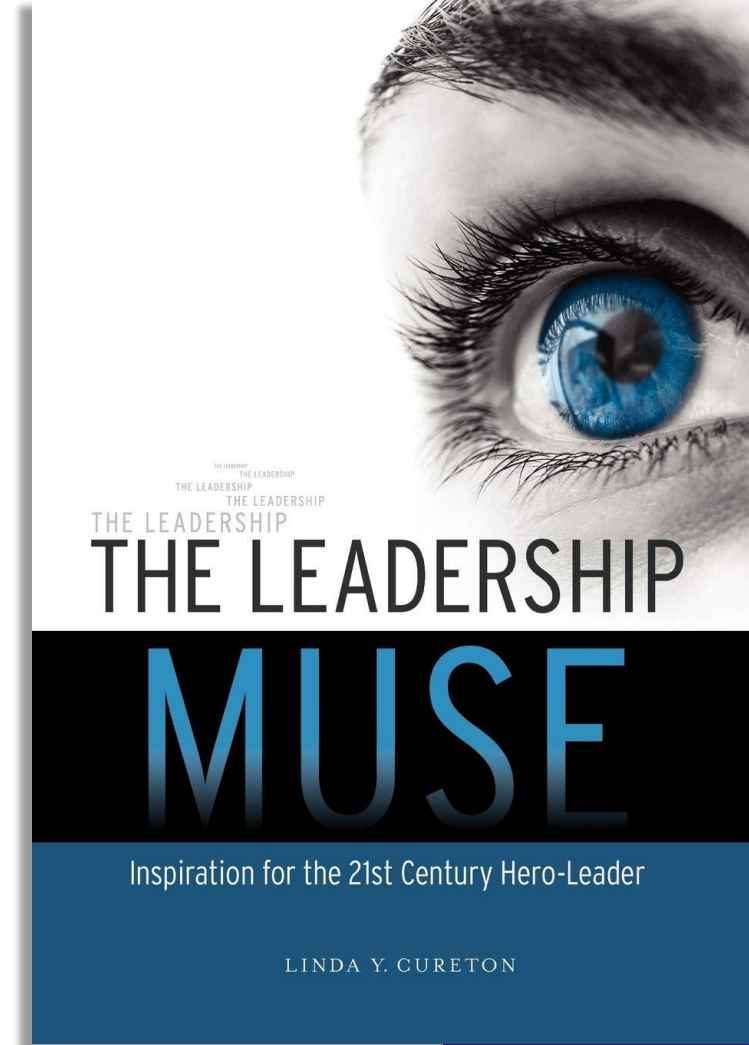
Without fear, there is no need for courage.

“When we find ourselves under intense pressure, fear unleashes reserves of energy that normally remain inaccessible... our bodies and brains can utilize their resources so fully that we become, in effect, superhuman.”

– Jeff Wise, *Extreme Fear*

WIN DR. CURETON'S BOOK:
The Leadership Muse

- Ruffling print copies to be mailed after today
- 10 virtual winners & 10 in-person winners
- Enter to win here:
<https://bit.ly/MUSETECHPMIA>



Dr. Linda Cureton

Tech Executive & Innovator

“The Odyssey from Technician to Leader”



linda.cureton@muse-technologies.com

<http://www.muse-technologies.com>

