



## **Leadership Lessons in Literature: How my favorite business books have guided my career**

*Brian K Nunnally, Ph.D.*

*brian.nunnally@biogenidec.com*

**biogen idec**

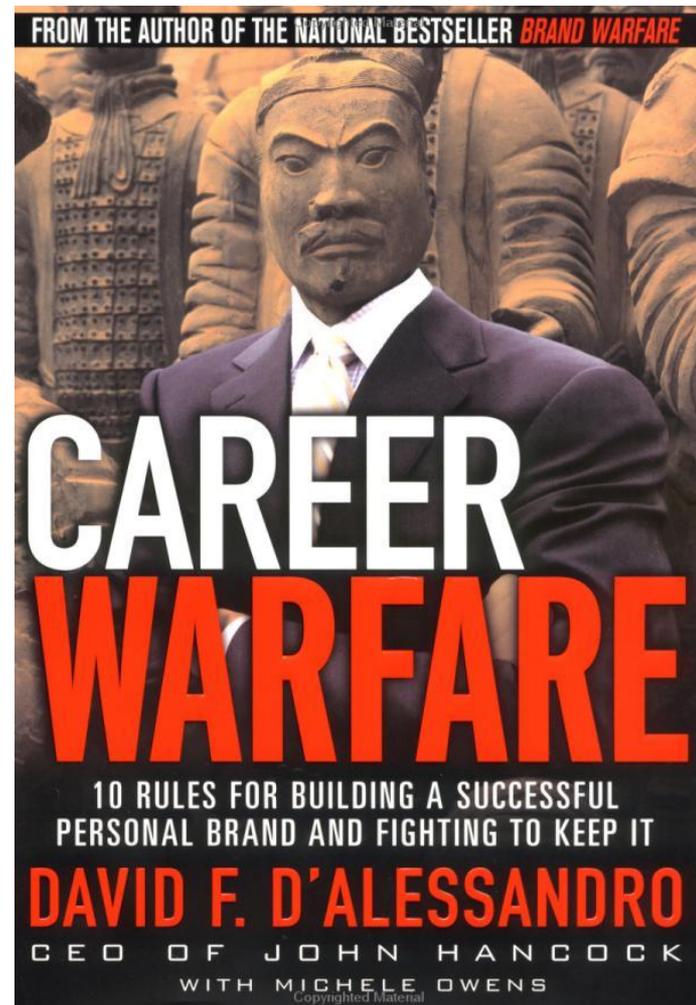
# YOU

- Leadership starts with YOU
- You have to know yourself first
- Give an honest assessment of who you are and who you want to be
- Make sure all of your decisions are made in the context of who you are and who you want to be



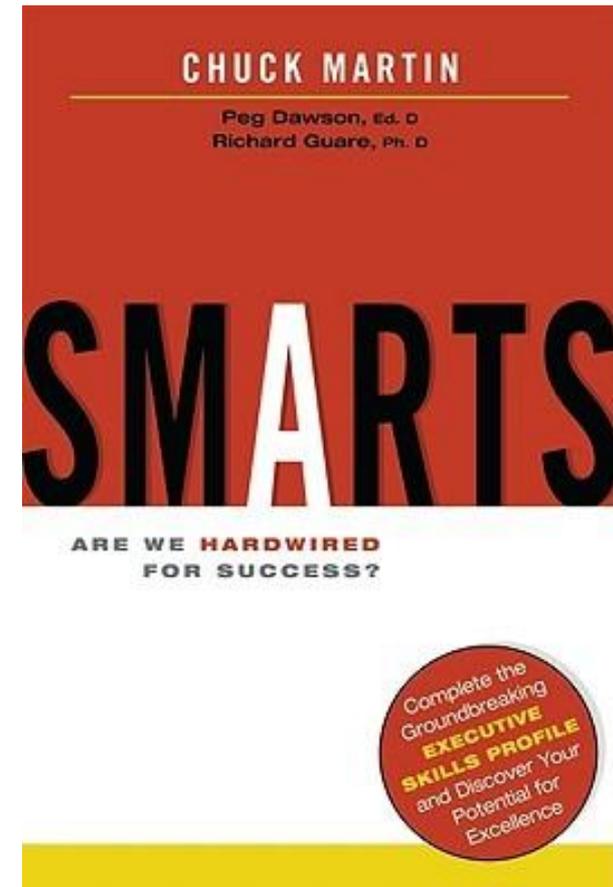
# Career Warfare – David D'Alessandro

- What is your brand?
  - Are you Coke or New Coke?
  - Are you able to objectively assess it?
  - Bring home the bear, on time
- Every decision affects your brand
  - Many aspects of your brand are decided in an instant
  - It is ALWAYS show time
- Your boss owns your brand
- Be humbly prideful



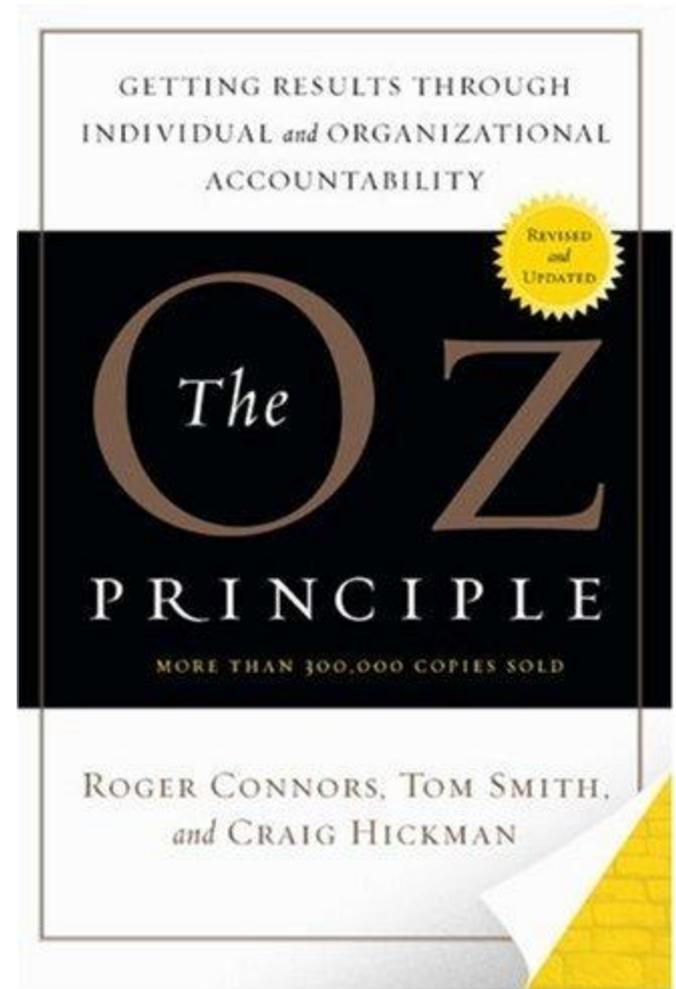
# Smarts – Chuck Martin

- Who are you?
  - What are your strengths?
  - What are your weaknesses?
- 12 Executive Skills
  - Self Restraint
  - Working Memory
  - Emotion Control
  - Focus
  - Task Initiation
  - Planning/Prioritization
  - Organization
  - Time Management
  - Defining and Achieving Goals
  - Flexibility
  - Observation
  - Stress Tolerance
- Your strengths are your strengths; your weaknesses are your weaknesses
  - You will always be strong in some and always be weak in some
  - Find a job that uses your strengths to their maximum and avoids your weaknesses



# The Oz Principle – Roger Connors, Tom Smith, and Craig Hickman

- What is your leadership philosophy?
- The Oz Principle is one philosophy
  - Above the line behaviors
    - See it (The Lion)
    - Own it (The Tin Man)
    - Solve it (The Scarecrow)
    - Do it (Dorothy)
  - Below the line behaviors (avoid the victim cycle)
    - Cover your tail
    - It's not my job
    - Confusion / Tell me what to do
    - Finger pointing



# YOUR ORGANIZATION

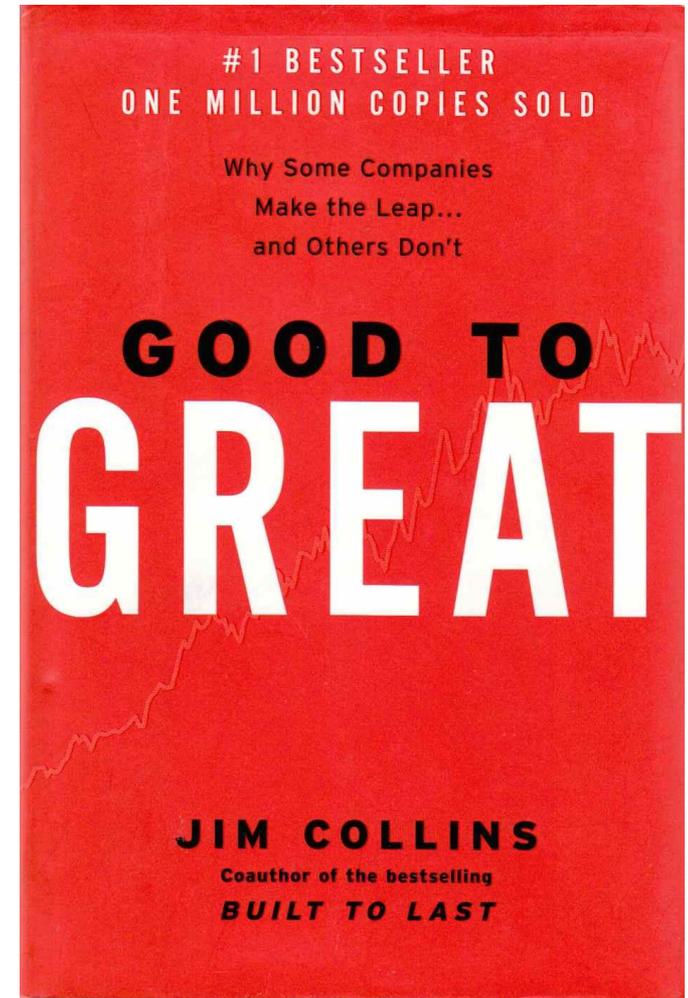
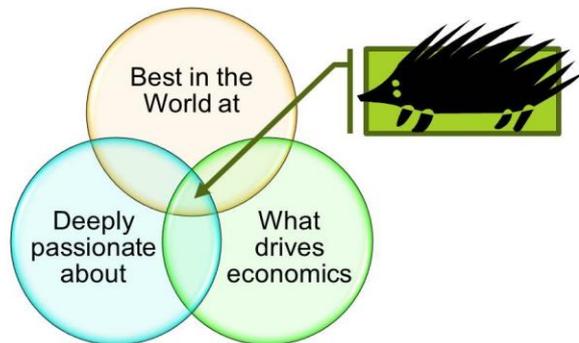
- It all starts with the heart
  - You need to care about your employees
  - This starts by knowing them – who they are, what are their dreams
  - You cannot fake caring
- Use data to drive your decisions
- Be the positive catalyst for change
- Beware of precedent



# Good to Great – Jim Collins

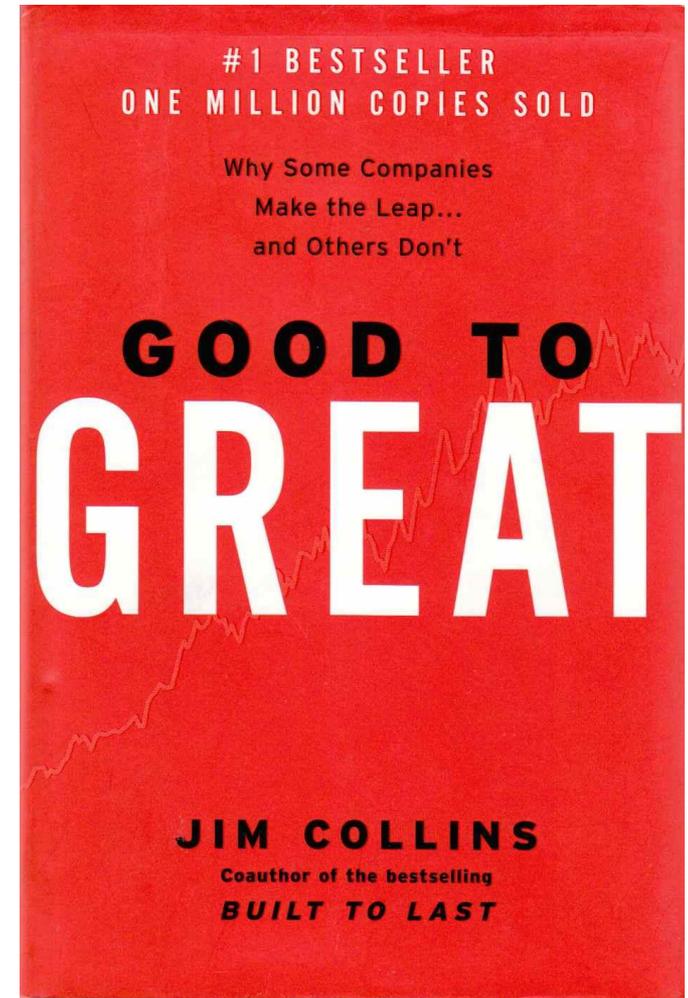
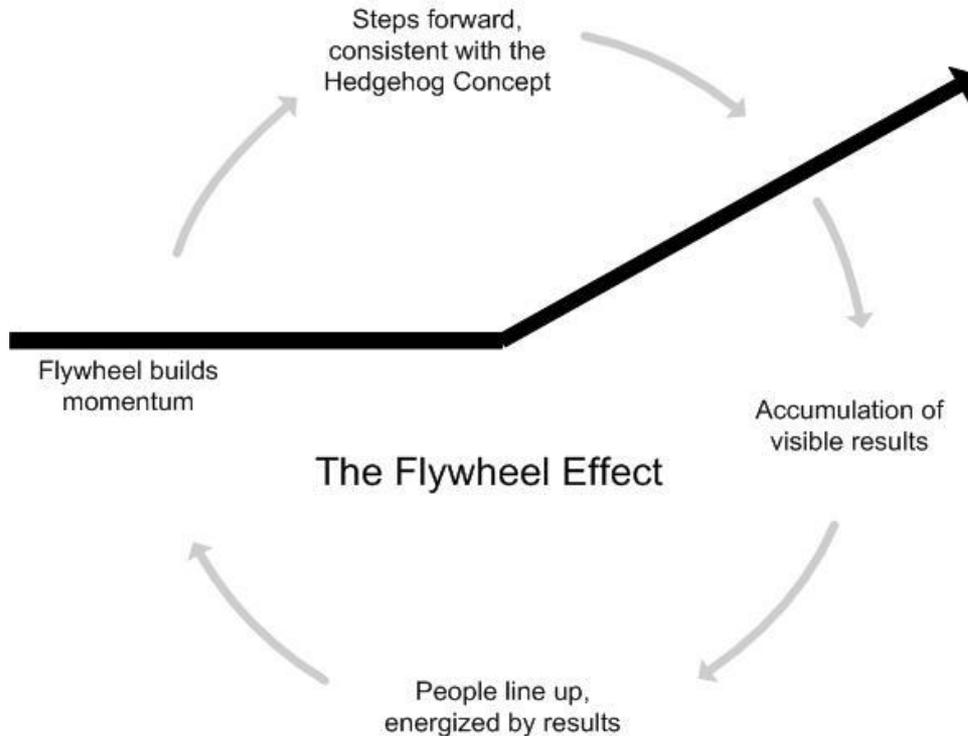
- Good is the enemy of Great
  - Never be happy with where you are
- First Who...Then What
  - Hire the right people then worry about where they go
- Confront the brutal facts
  - Be honest about your organization and the world around you
- Employ the Hedgehog Concept

## HEDGEHOG CONCEPT



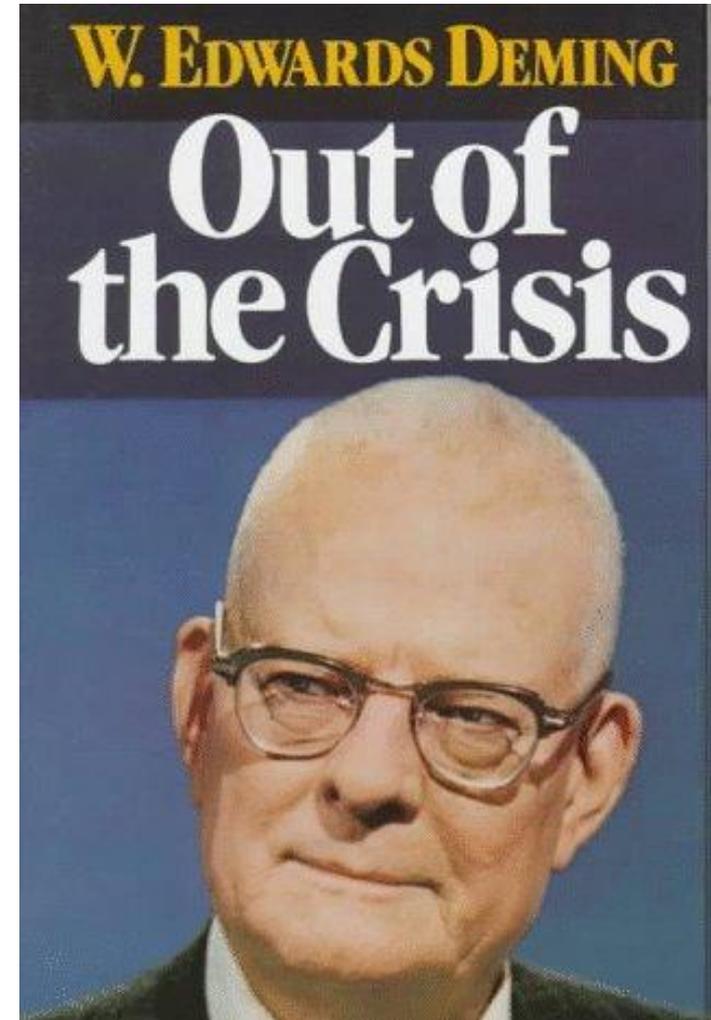
# Good to Great – Jim Collins

- Use the Flywheel effect



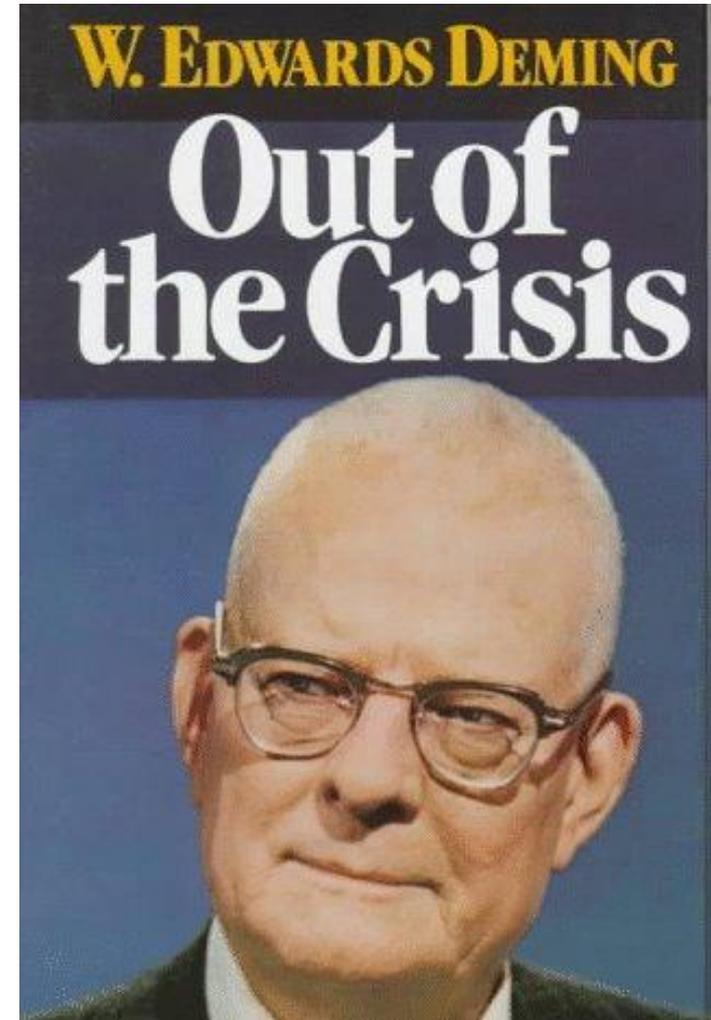
# Out of the Crisis – W Edwards Deming

- The 14 points
  - Create constancy of purpose toward improvement of product and service
  - Adopt the new philosophy
  - Cease dependence on inspection to achieve quality
  - End the practice of awarding business on the basis of price tag. Instead, minimize total cost. Move toward a single supplier for any one item, on a long-term relationship of loyalty and trust
  - Improve constantly and forever the system of production and service
  - Institute training on the job
  - Institute leadership
  - Drive out fear
  - Break down barriers between departments.

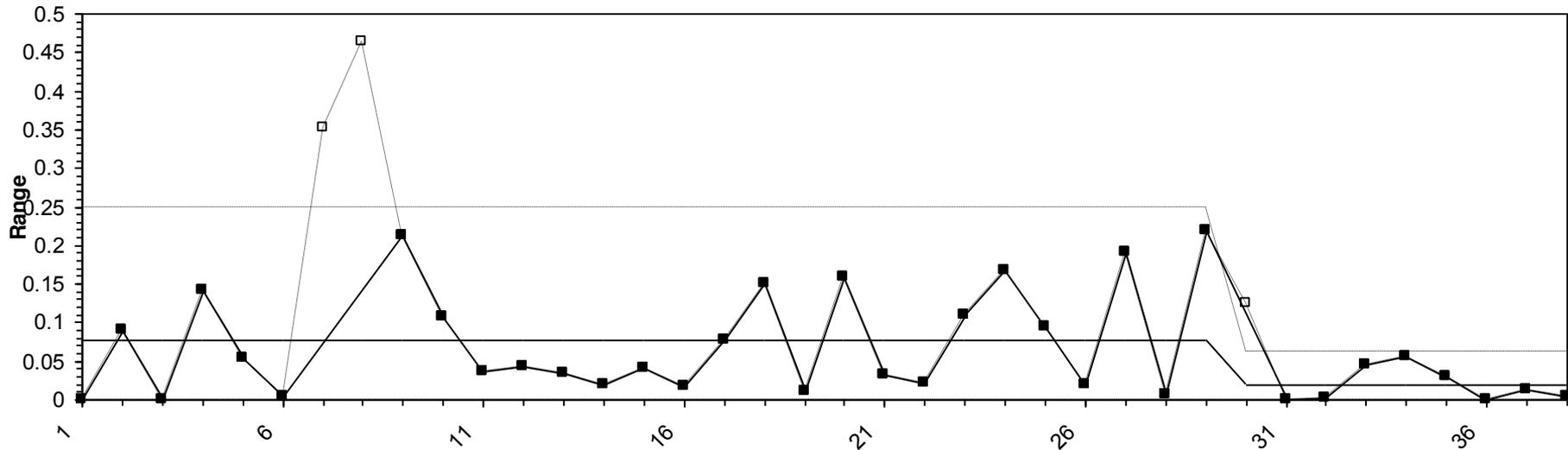
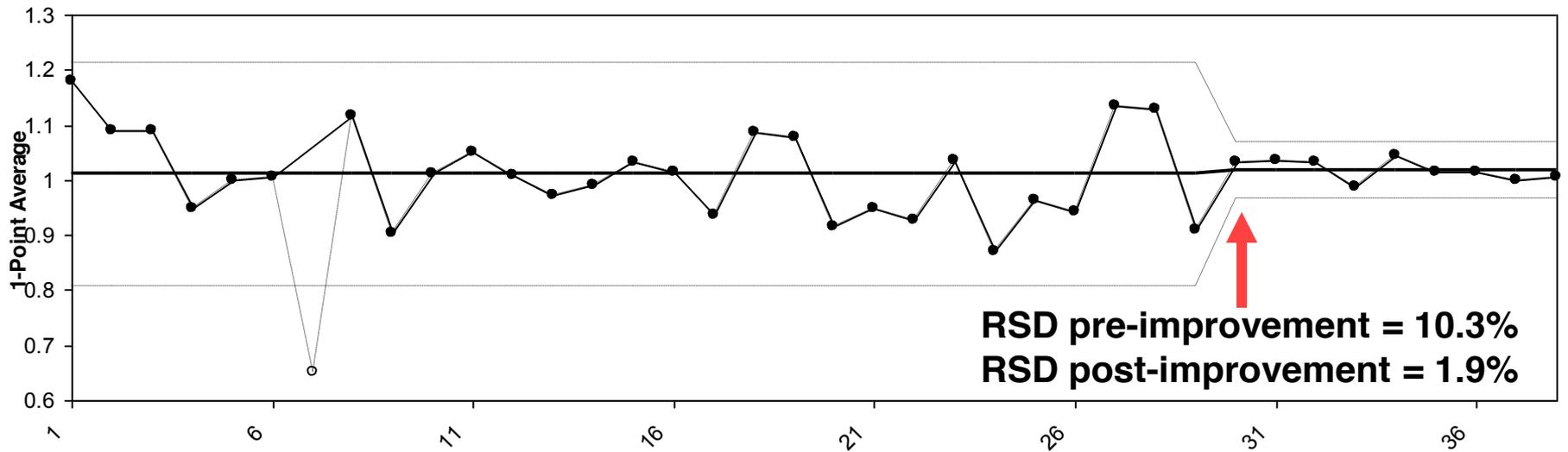


# Out of the Crisis – W Edwards Deming

- The 14 points.
  - Eliminate slogans, exhortations, and targets for the work force
  - Eliminate work standards (quotas) on the factory floor. Substitute leadership
  - Eliminate management by objective. Eliminate management by numbers, numerical goals  
Substitute leadership
  - Remove barriers that rob the hourly worker of his right to pride of workmanship. The responsibility of supervisors must be changed from sheer numbers to quality
  - Remove barriers that rob people in management and in engineering of their right to pride of workmanship
  - Institute a vigorous program of education and self-improvement
  - Put everybody in the company to work to accomplish the transformation

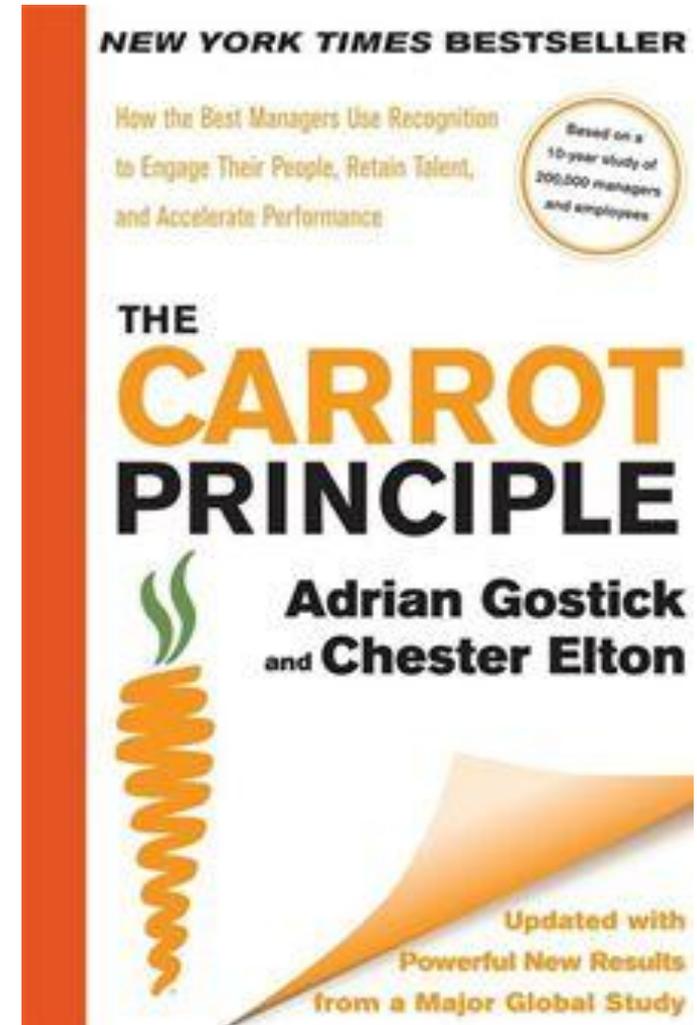


# Focus on Variability Reduction



# The Carrot Principle – Adrian Gostick and Chester Elton

- The best managers use recognition to deliver extraordinary results
  - It is not the engine, but it is the accelerator
- Two types of recognizers:
  - Expectors
  - Altruists
- Employ recognition in all you do
  - Let people know you appreciate them
  - Be specific; tell them what they did well, why it mattered to the business, and why it mattered to you.
- Do this over and over
  - You cannot over do it (research backs this up)
  - Giving constant meaningful recognition does not cheapen it



# Brian's Principle - Be like McDonald's

- When you walk up to the counter, someone with a smile greets you
  - Smile – be the positive person in the group
- They ask: “How can I help you?”
  - Be the person that tries to help everyone
- McDonalds has a comprehensive training program
  - Ask for training
- McDonald's does not pride itself on the best dining experience, just the same
  - Be the same, day in and day out to everyone
  - Focus on variability reduction
- McDonald's knows its business
  - Be focused on delivering and what you do well



أحلى الأوقات وأند طعم

