Hi Class,

Here's a short recap of what we covered in class last Friday. It can all be summed up in one sentence: Roger says that it doesn't matter what leadership model you are using, if those around you don't buy into it, you will not be successful.

In case that didn't make you want to quit the class, here are three models that Roger presented:

1) strategic thinking model
2) decision making model
3) the four player model by David Kantor

Strategic thinking is sort of an opportunity management approach to impact vs probability. You look for low probability, high impact decisions as the most important place strategically. That makes sense if you don't find low probability bothersome. Most operational decisions are low impact and either low or high probability.

The decision making model is a spectrum with force on one end, consulting in the middle and collaborating on the far end. For force, think coercion and manipulation. Assumes an immediate result is needed. Roger says this is ok for the military and parents of small children about to eat Drano, not so good for academia. Universities probably spend most of their time in the middle "consulting" area. The decision maker rationally consults others and changes happen slowly over time. Yep, that sounds like us alright. In a perfect world, we'd be at the other end of the spectrum, collaborating. We'd be emergent, we'd deal with conflict real time, we'd be sustainable, and most efficient in the long run. Roger didn't say this, but I bet we'd all be good looking, too. Not sure why this model is so rare. Please come back to class again on Friday so Roger can explain, or read the attached case study which implies that it's happened already.

The four player model sets up a diamond with corners of following, moving, by standing and opposing. To understand this model we will all have to come to terms with ourselves as regards power, affect and meaning. We all exhibit some combination of these attributes that add up to 100%. For example, I'll pretend to be 33% of each one and see if I can get anyone to buy that. Why does this seem to be one of those Schrodinger's Cat experiments? We'll be discussing the four player model further in class this week, but whatever you do, be sure not to ask Roger if by understanding affect and meaning you can get yourself more power.

Hopefully everyone now has their quarter-long leadership project well defined and are currently contemplating the unintended consequences of their success. You should also be pretty far along in identifying questions that you would ask to determine someone else's leadership model. First, you get to test these on your classmates, and then perhaps on some unsuspecting bureaucratic skeleton...

See you Friday, sorry the file is so large, Dianne

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