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

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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
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
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
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**

- Best in the World at
- Deeply passionate about
- What drives economics

#1 BESTSELLER
ONE MILLION COPIES SOLD

Why Some Companies
Make the Leap…and Others Don’t

GOOD TO GREAT

JIM COLLINS

Coauthor of the bestselling
BUILT TO LAST
Good to Great – Jim Collins

- Use the Flywheel effect

Steps forward, consistent with the Hedgehog Concept

Flywheel builds momentum

Accumulation of visible results

People line up, energized by results

The Flywheel Effect
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.
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

RSD pre-improvement = 10.3%
RSD post-improvement = 1.9%
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