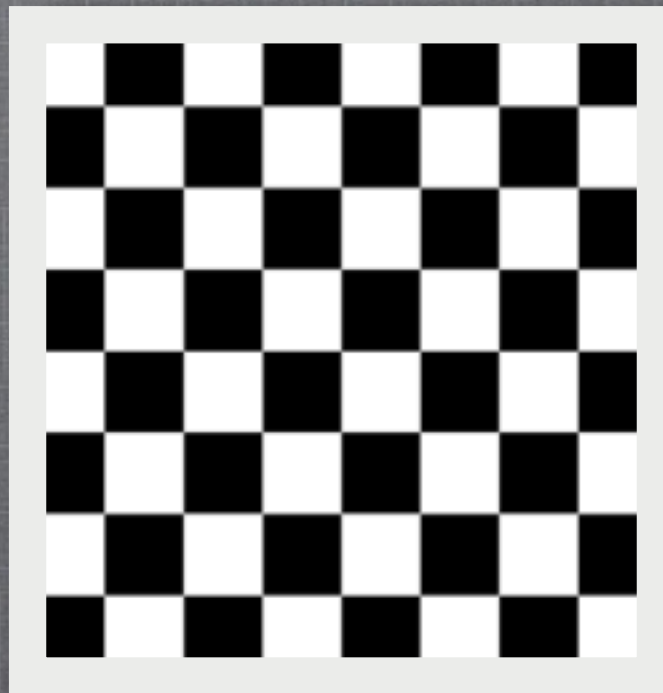


Technology-driven Leadership

Shankar Venkatagiri, Indian Institute of Management Bangalore



*Management is doing things right;
Leadership is doing the right things.*

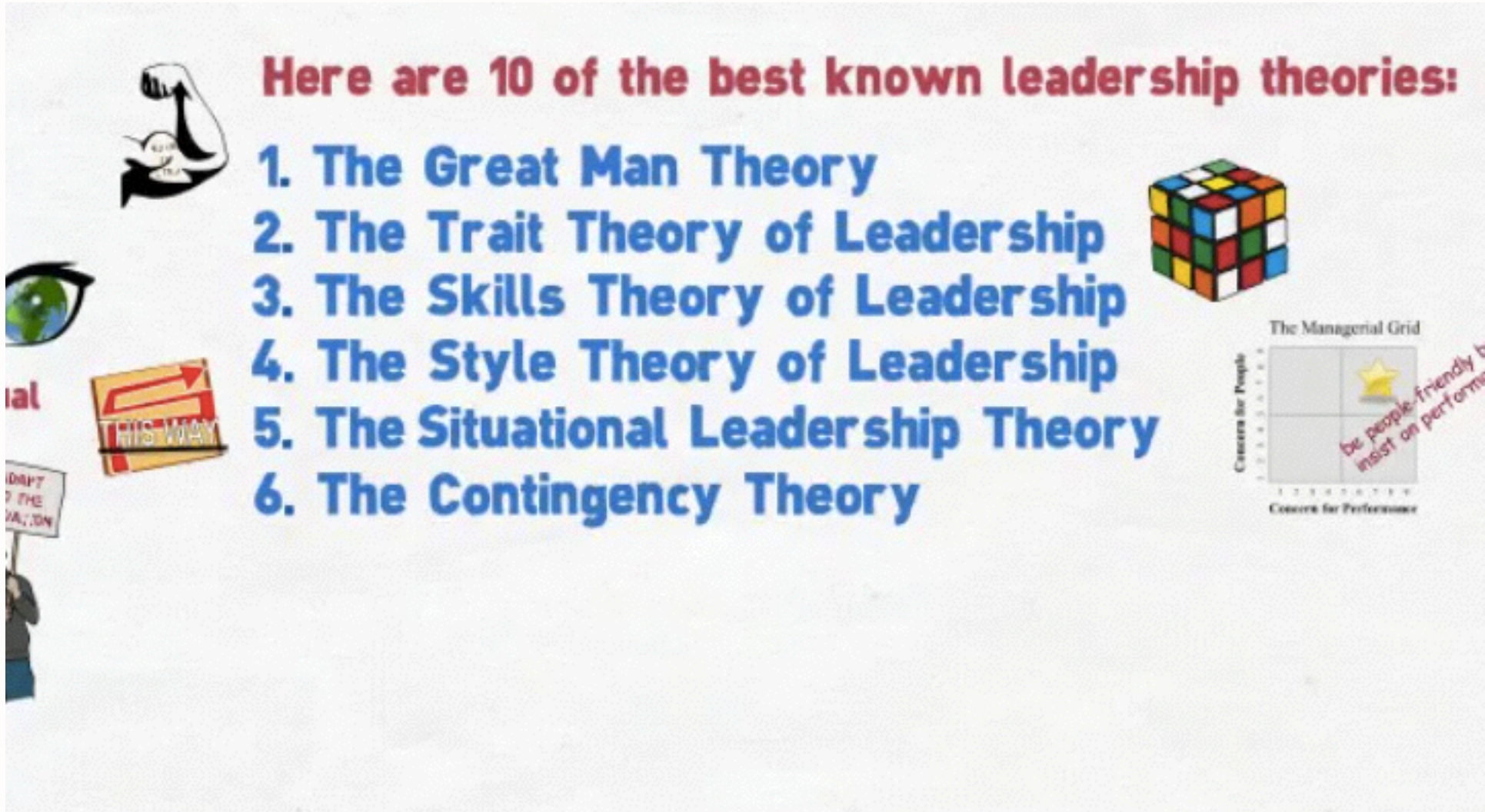
Peter Drucker

theories

- There are several on the topic!
- How about a video?

Here are 10 of the best known leadership theories:

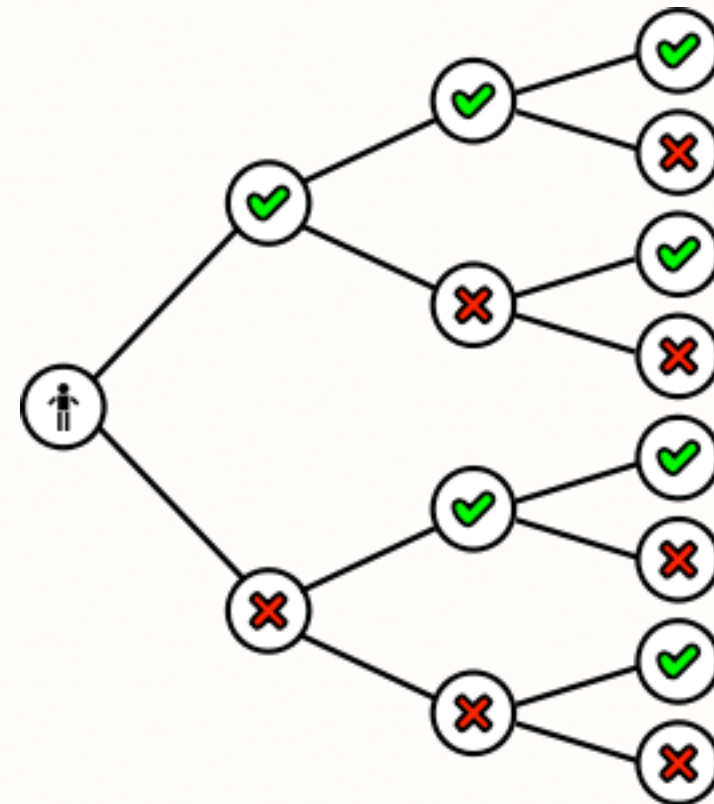
1. The Great Man Theory
2. The Trait Theory of Leadership
3. The Skills Theory of Leadership
4. The Style Theory of Leadership
5. The Situational Leadership Theory
6. The Contingency Theory



The Managerial Grid diagram shows a 5x5 grid with axes labeled 'Concern for People' (vertical) and 'Concern for Performance' (horizontal). A yellow star is placed in the top-right quadrant (High People, High Performance), with a red diagonal line passing through it and the text 'be people-friendly to insist on performance' written along the line.

discussion

- Let's identify a few well-known leaders in the technology industry
 - Born leader?
 - Has the requisite traits?
 - Autocratic? Democratic?
 - Situational leader?
 - Transactional leader?



Global Top 100 – Technology

Top 100 Technology companies 2015	Nationality	Rank +/-	Rank 2015	Market Value
Apple Inc	United States	-32	1	
Google Inc	United States	-20	2	
Microsoft Corp	United States	-1	5	
Facebook Inc	United States	-	17	
Oracle Corp	United States	-7	30	
Tencent Holdings Ltd	China	-	32	
IBM Corp	United States	26	40	
Intel Corp	United States	4	44	
Cisco Systems	United States	19	49	
TSMC	Taiwan	-	56	
Qualcomm Inc	United States	12	64	
SAP	Germany	4	93	

Source: PWC.com

leadership

Company name	Current CEO	Education
Apple	Tim Cook	Ind. Engg, MBA
Google	Sundar Pichai	Material Sc, MBA
Microsoft	Satya Nadella	Electrical Engg, CS, MBA
IBM	Ginni Rometty	Comp. Sc, EE
China Mobile	Dr.Li Yue	Chemistry, MBA
Oracle	Safra Catz	BBA, Law
Facebook	Mark Zuckerberg	??
Vodafone	Vittorio Colao	Business, MBA
Qualcomm	Steven Mollenkopf	Elec Engg
Cisco Systems	Chuck Robbins	Mathematics
Intel	Brian Krzanich	Chemistry
SAP	Bill McDermott	Business, MBA
TSMC	Morris Chang	Ph.D. in Elec Engg

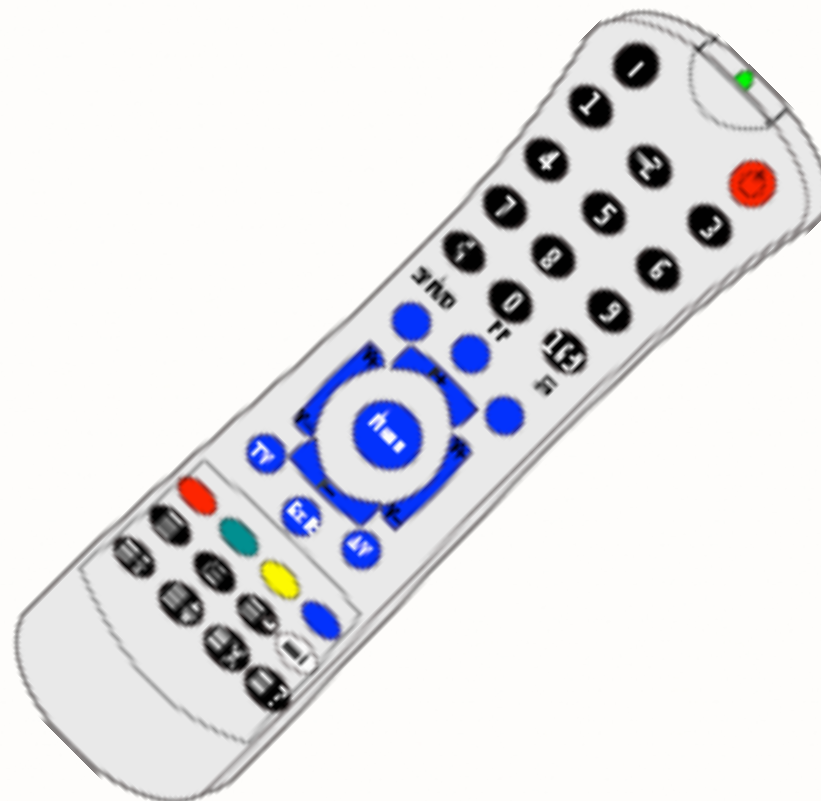
visualise

- “Their job, he told his team members, was to focus on **four** great products, one for each **quadrant**.
 - All other products should be **canceled**.”

	Consumer	Pro
Desktop		
Portable		

simplify

- “1. Insert quarter. 2. Avoid Klingons.”
- “... simplicity that comes from **conquering**, rather than merely **ignoring**, complexity.”



focus

- “Deciding **what not to do** is as important as deciding what to do,” he told me. “That’s true for **companies**, and it’s true for **products**.”
- **Q**: How have technology companies evolved?



heart

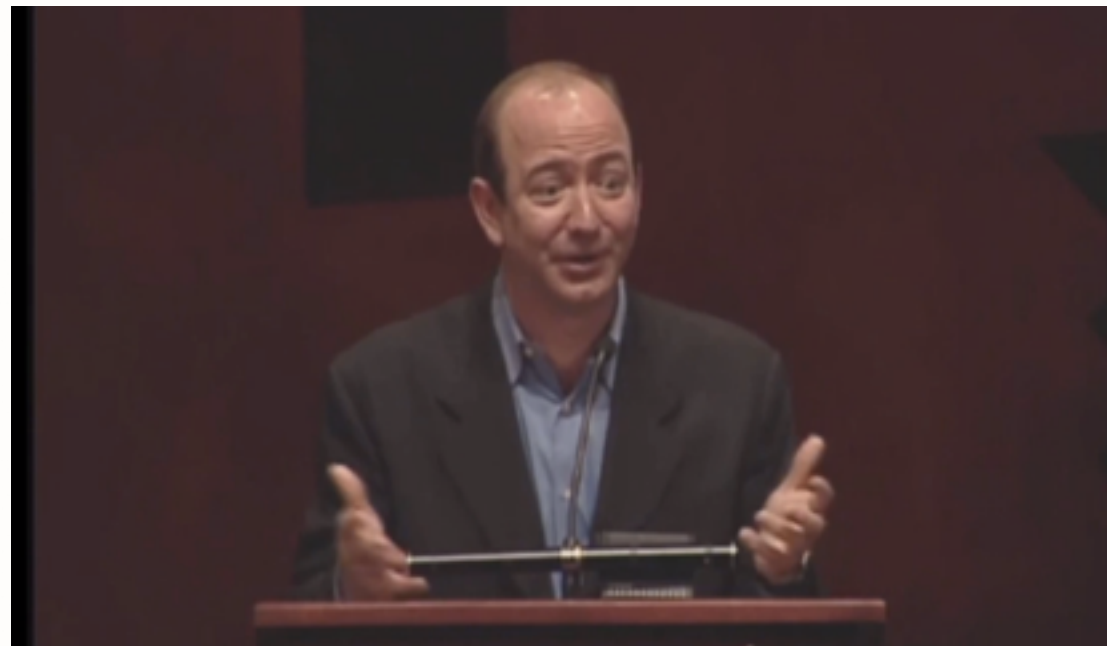
- ...**infused** Apple employees with an **abiding passion** to create groundbreaking products and a belief that they could accomplish what seemed **impossible**.

Video:
Building
NeXT



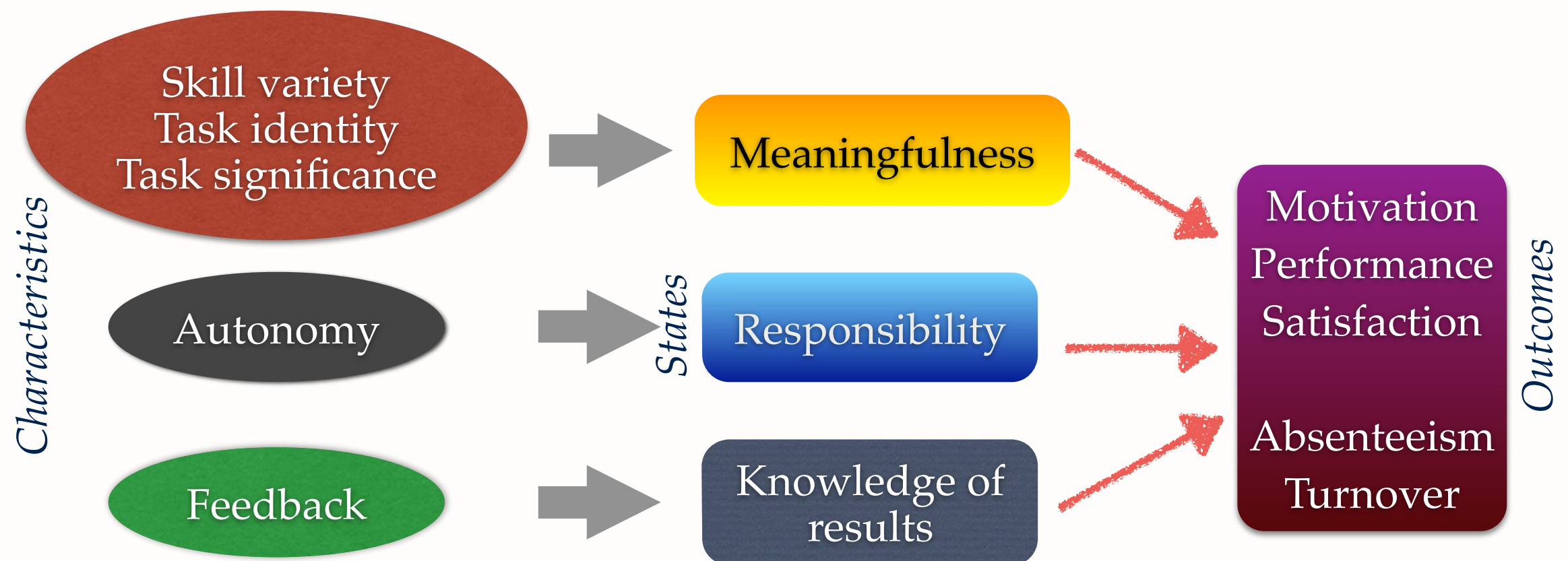
mingle

- Lose the **hierarchy** - join your ground forces
 - “We were doing our **day jobs**, which might have been computer **programming**... and then, we would spend all afternoon, into the wee hours of the morning, **packing up the orders**...”



vision

- “If it would **save** a person’s life, could you find a way to shave **10 seconds** off the boot time?”
- “Get your mind around it. **You can do it.**”



Hackman & Oldham Job Characteristics Model

impute

- “Mike taught me that people *do* judge a book by its cover.”



de-risk

- “What you hope is that you get to a company of a **scale** where the company doesn’t need that kind of **planetary alignment**...
- We have more **pressure** today than we had 6 years ago, because now our **destiny** is in our own hands. We’ve systematically eliminated those **risks**...”



hoysala

- “Real artists sign their work.”



synergy

- “**Creativity** comes from **spontaneous** meetings, from random discussions. You run into someone, you ask what they’re doing, you say ‘Wow,’ and soon you’re **cooking up** all sorts of ideas.”



brooks

- “... **conceptual integrity** is the most important consideration in system design. It is better to have a system **omit** certain anomalous features and improvements, but to reflect **one set of design ideas**, than to have one that contains many good but independent and uncoordinated ideas.”



end to end

- “People are **busy**. They have **other things** to do than think about **how to integrate** their computers and devices.”
- Sometimes it’s **nice** to be in the hands of a **control freak**.



when behind...

- “If we don’t **cannibalize** ourselves, someone else will.”



detail

- “Nobody will ever know,” Steve said. His father replied, “But you will know.”



top level

- “When the **sales guys** run the company, the **product guys** don’t matter so much,... It’s a subtle difference ... the people you hire, who gets promoted, what you **discuss** in meetings.”



change

- “The Google I was **passionate** about was a **technology** company that **empowered** its employees to **innovate**. The Google I left was an **advertising** co...
- It was like TV used to be: make the best show and you get the most ad revenue from commercials. The new Google seems more focused on the commercials themselves.”



See: http://blogs.msdn.com/b/jw_on_tech/

opinion

- “Did Alexander Graham Bell do any **market research** before he invented the **telephone**?”





- “The people in the Indian countryside don’t use their **intellect** like we do; they use their **intuition** instead,” he recalled.
- “Intuition is a very powerful thing—more powerful than intellect, in my opinion.”

discussion

- The Real Leadership Lessons of Steve Jobs, by Walter Isaacson, *Harvard Business Review* (April 2012)



human



*“While some see them as the **crazy ones**, we see **genius**. Because the people who are crazy enough to think they can change the world are the ones who do.”*

video

- Courtesy PBS
 - Steve Jobs - One Last Thing
 - <http://www.youtube.com/watch?v=0597HMdcE2k>

