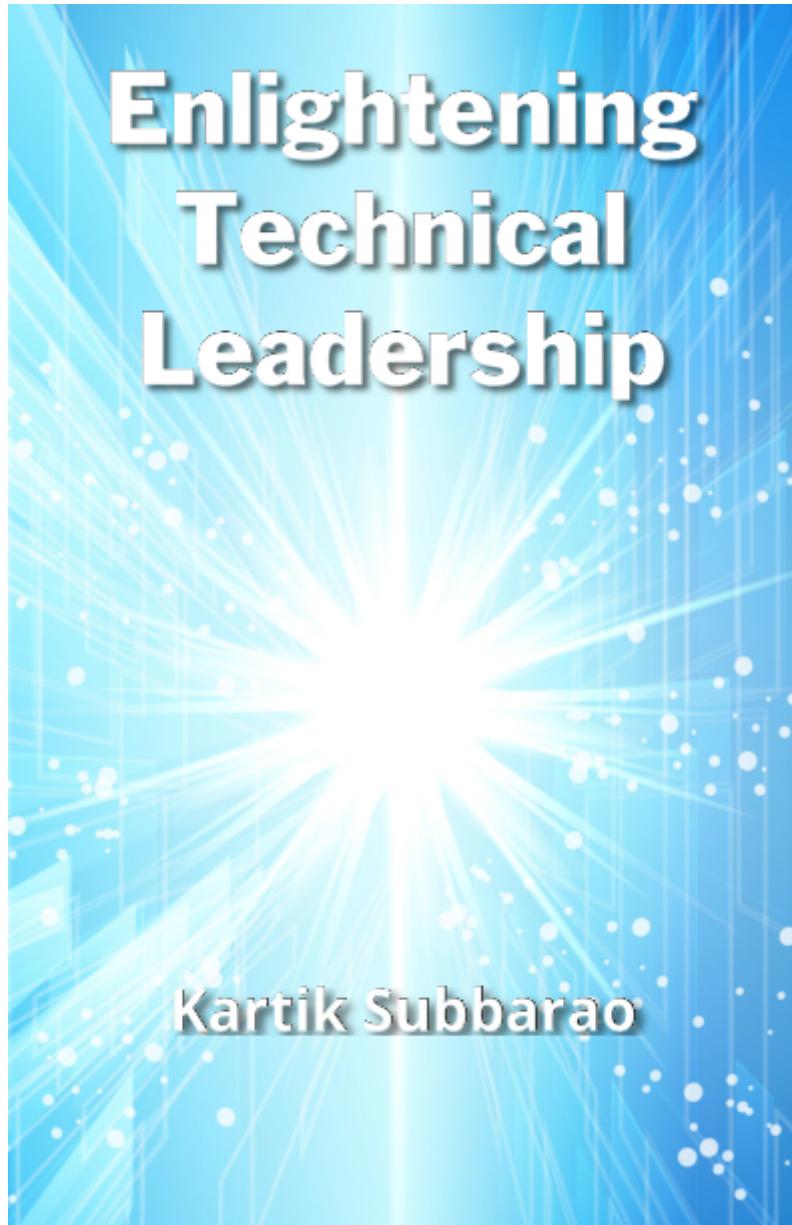


# Enlightening Technical Leadership

Kartik Subbarao  
Consultant  
[subbarao@computer.org](mailto:subbarao@computer.org)

# The Book



**Free Ebook:**

<http://kartiksubbarao.com/etl>

**Paperback:**

<http://amzn.to/etl2013>

# Mental Models

- Refining Models
- Shifting Between Models
- Letting go of Models

# Refining Models

- Talent
- Solving Problems
- Abundance

# Shifting Between Models

- Computers are great laboratories for shifting between mental models
- Reframing
  - Neuroscience research with cognitive reappraisal
  - Changing interpretations changes feelings
- User/Developer scenario: bug or feature?

# Letting go of Models





Data SIO, NOAA, U.S. Navy, NGA, GEBCO

Image Landsat

Google earth

Despite the fundamental difference in the apparent colour of the 'blue' tiles on top of the left cube, and the 'yellow' tiles on the top of the right cube, all the tiles are in fact physically identical ('grey' in both cases). Move your mouse over the 'mask' to reveal their 'true'

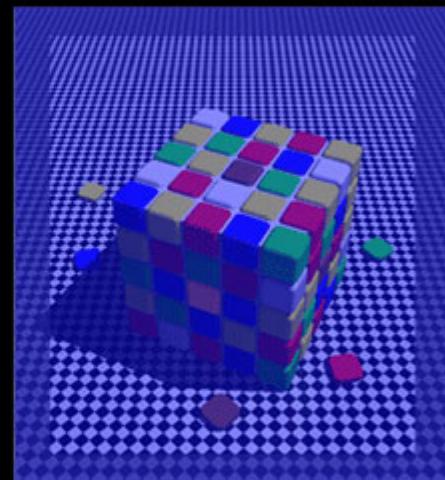
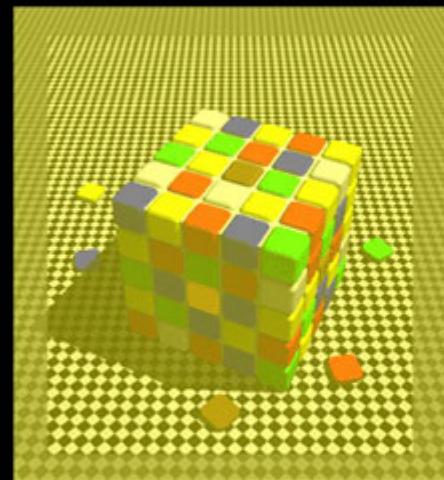


Image by R. Beau Lotto



<http://www.lottolab.org/illusiondemos/Demo%2012.html>

# McGurk Effect



# Meditation

- Neuroscience Research
  - Reduces cortisol
  - Increases telomerase
  - Increases cortical thickness
  - Reduces amygdala activation
- Focused Attention
- Open Monitoring

# Workplace Dynamics

- Heroes and Villains
  - Our heroes/villains are not shared by everyone
  - Psychological Projection
- Performance Feedback
  - Positive feedback
  - Negative feedback
  - Moving from reacting to responding

# Communication

- Setting and Forming Expectations
- Jargon vs simpler language
- Virtualization