

A Road Less Travelled

Succeeding in Innovation Leadership

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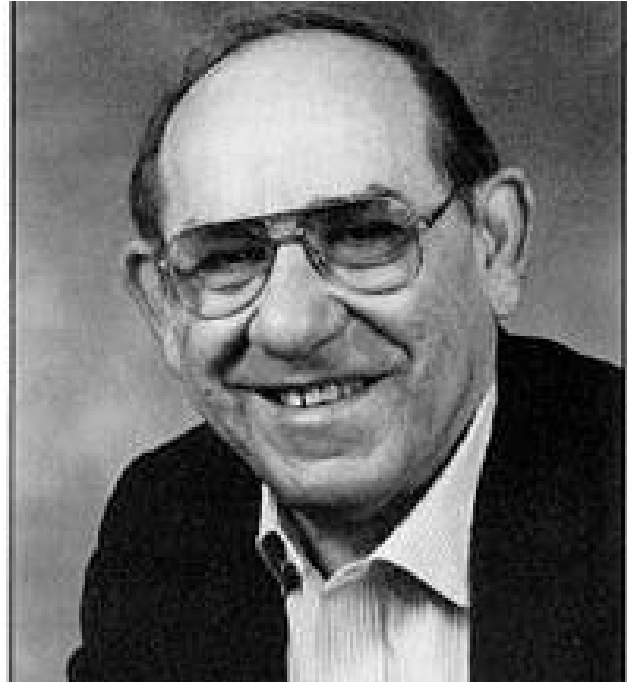


Finding your direction ...

“You have to be very careful if you don’t know where you’re going ...

... because you might not get there.”

Source: [Yogi-isms, Quotes by Yogi Berra](#)



Yogi Berra



The Seven Habits of Highly Successful People

Independence or Self-Mastery – The first three habits surround moving from dependence to independence (i.e. self-mastery)

- Habit 1: Be Proactive
- Habit 2: Begin with the End in Mind
- Habit 3: Put First Things First

Interdependence – The next three have to do with Interdependence (i.e. working with others)

- Habit 4: Think Win-Win
- Habit 5: Seek First to Understand, then to be Understood
- Habit 6: Synergize

Self-Renewal – The last habit relates to self-rejuvenation:

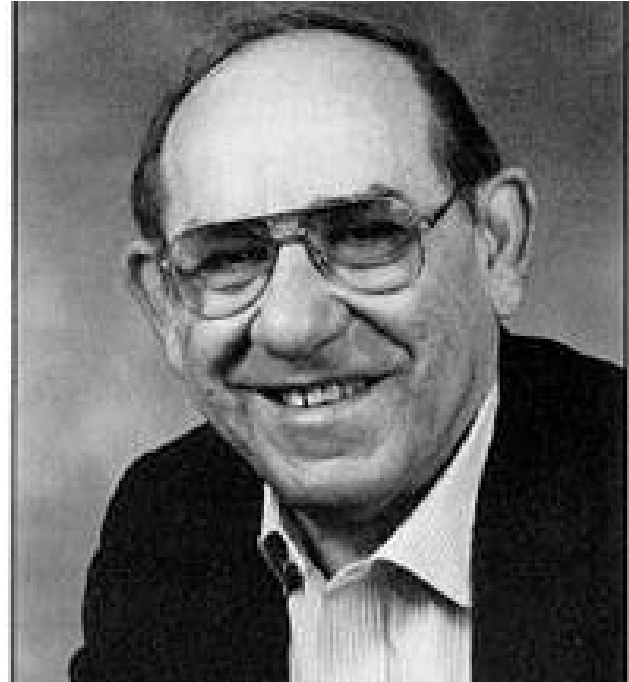
- Habit 7: Sharpen the Saw



Listening and observing

“You can observe a lot just by watching”

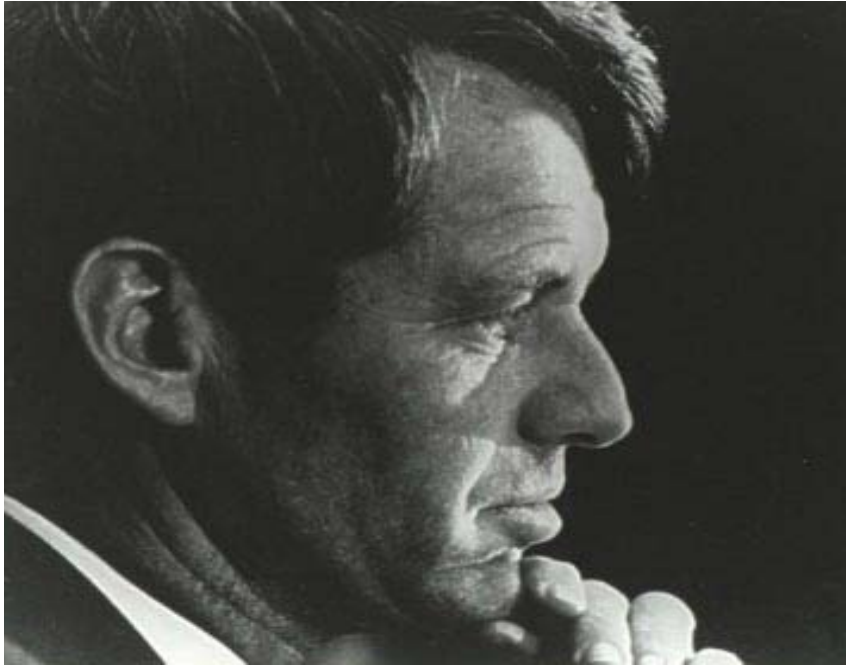
Source: [Yogi-isms, Quotes by Yogi Berra](#)



Yogi Berra



Inspiration



Robert Francis Kennedy

“Some men see things as they are and say, ‘Why?’ ...

I dream of things that never were and say, ‘Why Not?’”



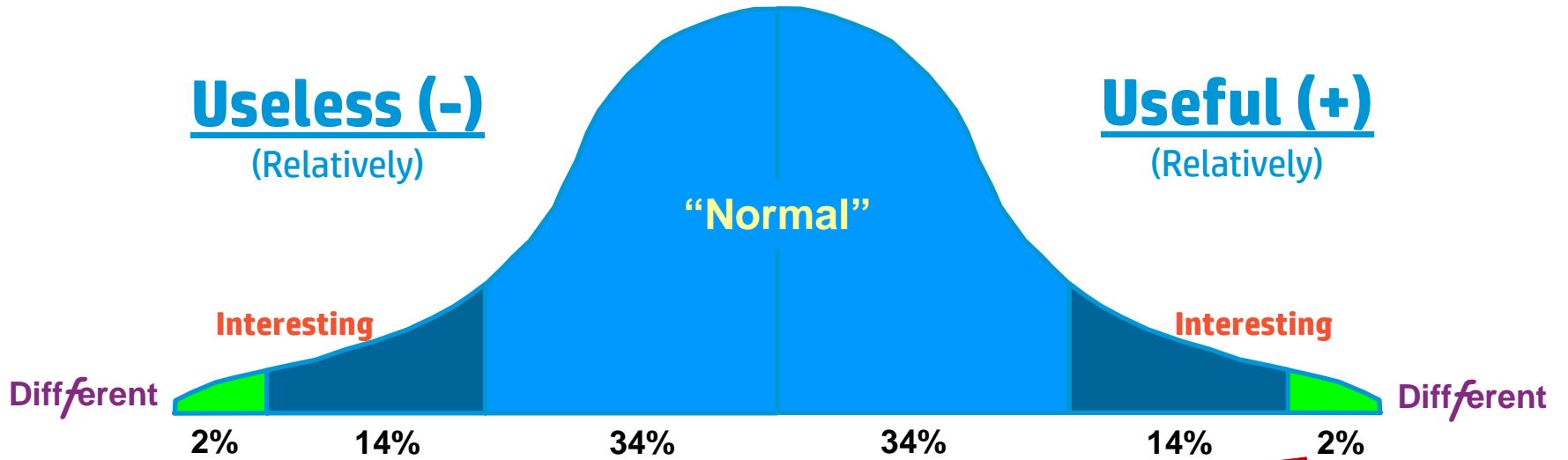
“The 7 Levels of Change”

Level 1 – Effective	<i>“Doing the Right Things”</i>	Normal 1-Sigma
Level 2 – Efficient	<i>“Doing Things Right”</i>	
Level 3 – Improving	<i>“Doing Things Better”</i>	
Level 4 – Cutting	<i>“Stop Doing Things”</i>	Interesting 2-Sigma
Level 5 – Copying	<i>“Doing Things Other People are Doing”</i>	
Level 6 – Different	<i>“Doing Things That Haven’t Been Done”</i>	3-Sigma Different
Level 7 – Impossible	<i>“Doing Things That Can’t Be Done”</i>	

Source: “The 7 Levels of Change” by Rolf Smith



Truly different ideas are rare



Need to review 100 ideas to potentially find **2** that are different and useful !!!

Simplicity: might be time to start over ?



There are two ways of constructing a software design:

- 1. One way is to make it so simple that there are obviously no deficiencies...**
- 2. The other way is to make it so complicated that there are no obvious deficiencies.**

The first method is far more difficult. It demands the same skill, devotion, insight, and even inspiration as the discovery of the simple physical laws which underlie the complex phenomena of nature

C. A. R. (Tony) Hoare, 1980



Thank you



PRESENTATION NOTES:

❖ Welcome to HP – Intro

❖ Leadership

Business Leaders, Project Leaders, Community Leaders, Political leaders, Team Leaders – “Leaders Take the Blame; Share the Credit”

❖ Personal Leadership

Required for any and all of the above

❖ FELLOWS

About 50 of 300K (EDS 25 of 130K) – Title awarded to “Innovative Thought Leaders that shape the future direction of company”

❖ My Story

Plugs and circuits at age 4-5; wanted to be an astronaut at age 8-9, then aerospace engineer in HS, until discovering computer programming as a senior (age 18)

❖ NJIT

Went on Grants (Other People’s Money) – Don’t waste this opportunity before you

- Chose graduate level courses in my senior year for challenge
- Summer Intern and part-time (20 hrs/wk) in last two years (it can be done) valuable real-world experience (and money!!!)

❖ JOBS

Got first full-time job at Westinghouse, then International Paper – but felt undervalued (glorified file clerk; plant engineers exempt from salary freeze)

❖ EDS

“People are the Product”

❖ KSC

First time I had truly “moved away from home”

- 7 year deal = 1 year plus 6 renewals!!!
- No credit for innovation – was actually reprimanded (due to Govt contracting rules and billing – needed to propose innovation!!!)

❖ **EDS Corporate**

Promoted Internet early on – “7 Levels of Change” (DO DIFFERENT) - JFK QUOTE

- Business thinking – “You might be down in the weeds here”; “A business argument beats a technical argument every day of the week!!” (Bruce Morrell)
- Executive Thinking – “Why do I want to help the travel agents; why wouldn’t I just take their revenue? (John Harris, EDS VP)
- Wrong Thinking – “Why would anyone conduct a financial transaction over a network where no one is in control” (EDS EC Leader in 1992)

❖ **SUCCESS = EDUCATION + OPPORTUNITY + AMBITION**

- Drive, Perseverance, Relentlessness – Set Goals, Achieve, Repeat
- “Don’t forget to stop and smell the flowers along the way”

❖ **TIPS**

- Learn to Listen – 2 ears and 1 mouth – use accordingly – But don’t be afraid to speak up
- Find a mentor, network with peers
- Don’t be afraid to meet with executives – listen to what they are trying to solve; offer assistance
- Learn and practice “classical” communication skills: writing, speaking, meeting with others
- Face-to-face has the most bandwidth
- Continual Education – both academic and professional – knowledge needs to be applied to be useful

❖ **CLOSE**

“It’s not where you come from – It’s where you are going” - You choose where and how far you will go.