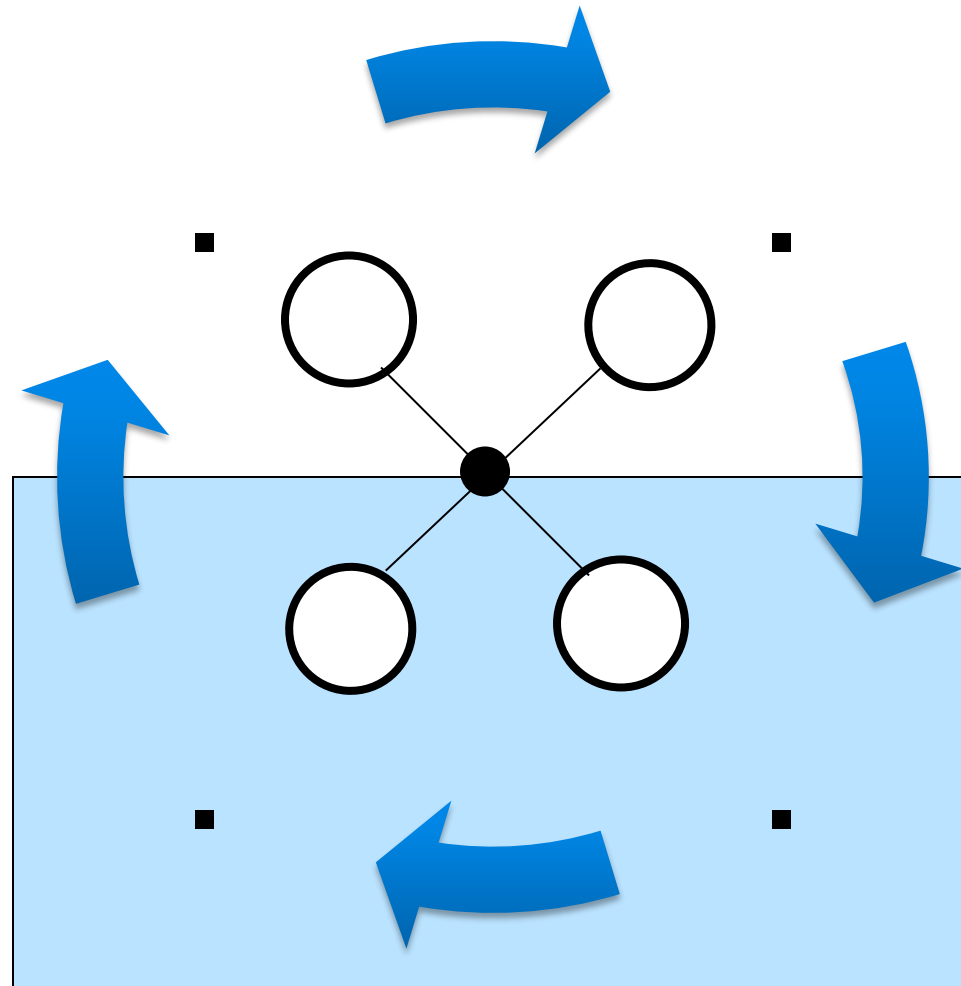


Your Life Line and Leadership Credo



Professional Investment Services

Even at age 7, Don't Blame Others for Being a Dumb Shit



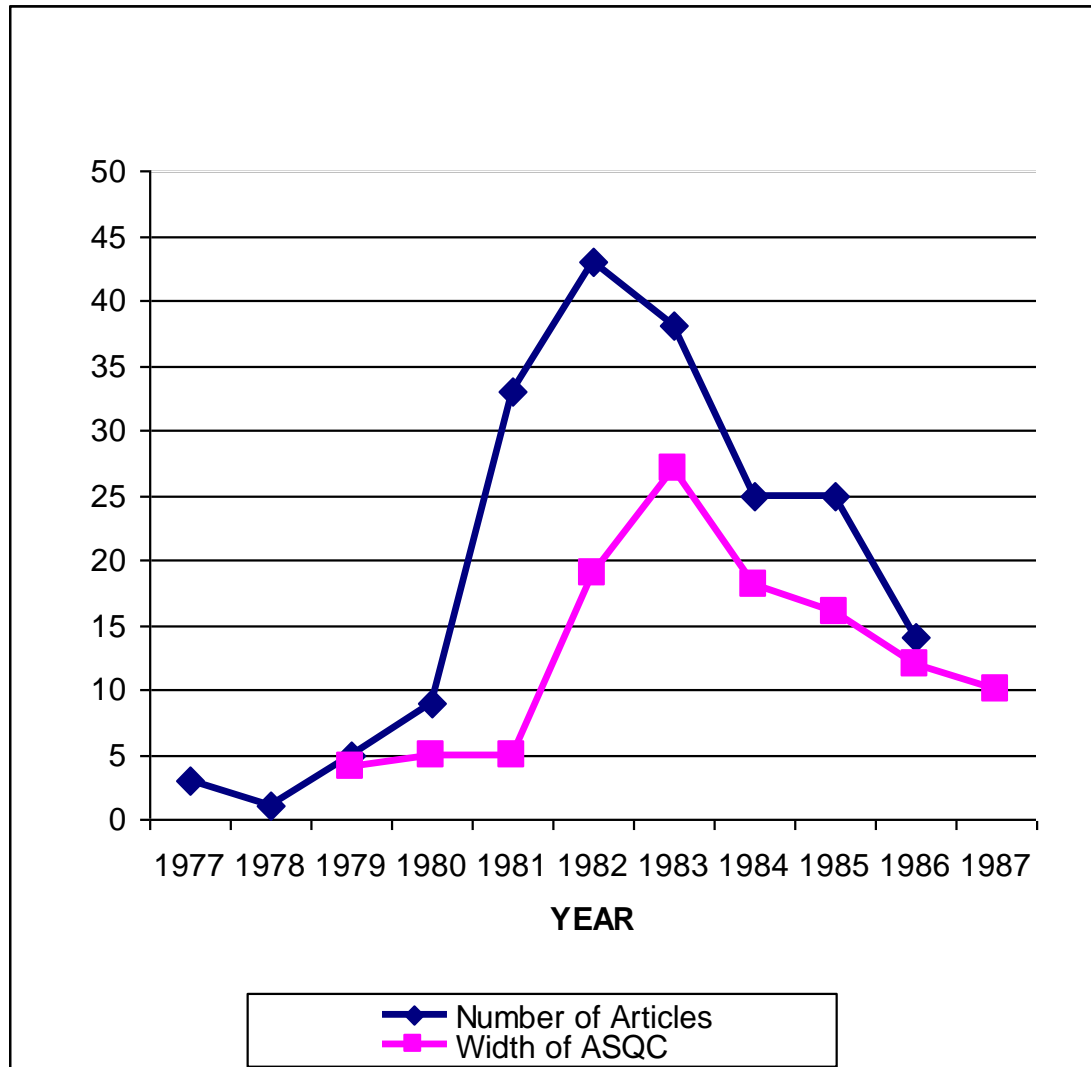
My Next Turning Point



I Decide that Academic Knowledge must be the Antidote

- I manage a group of employees in a top law firm.
- I try Quality Circles.
- They fail miserably.
- I decide to obtain a Ph.D. in business to understand group functioning and to go back to the “real” world and put my knowledge to work.

Print-Media Indicators of Quality Circle's Popularity



Management Fads (A Potential List)

- T-Groups
- Management by Objective
- Managerial Grid
- Job Enrichment
- Quality Circles
- Total Quality Management
- Matrix Management
- Knowledge Management
- JIT Inventory Management
- Centralized Corporate Strategy
- Self Directed teams
- Empowerment
- EVA
- Activity Based Costing
- **Business Process Reengineering**
- **Downsizing**

Don't Screw People

- How can people who are supposed to help nonprofits as well as for profit organizations do this?
- How can they advise that thousands of people be downsized in firms when there is no evidence that this helps the firms. In fact, the evidence shows it hurts them?
- More generally, how can people grow old with only money and the knowledge they spent their life screwing people who deserved better?

My Life Line



Persist in Persisting

- Her father will pay for college for his sons, but not his daughters.
- She start as a secretary in the 1950s in France.
- Is passed over repeatedly by less qualified men, but retains an iron fist within a silk glove.
- She persists and finally retires with the rank of a diplomat.

- I learn that you persist! You persist! You persist! And if that is not enough, you persist.

My Favorite Quote

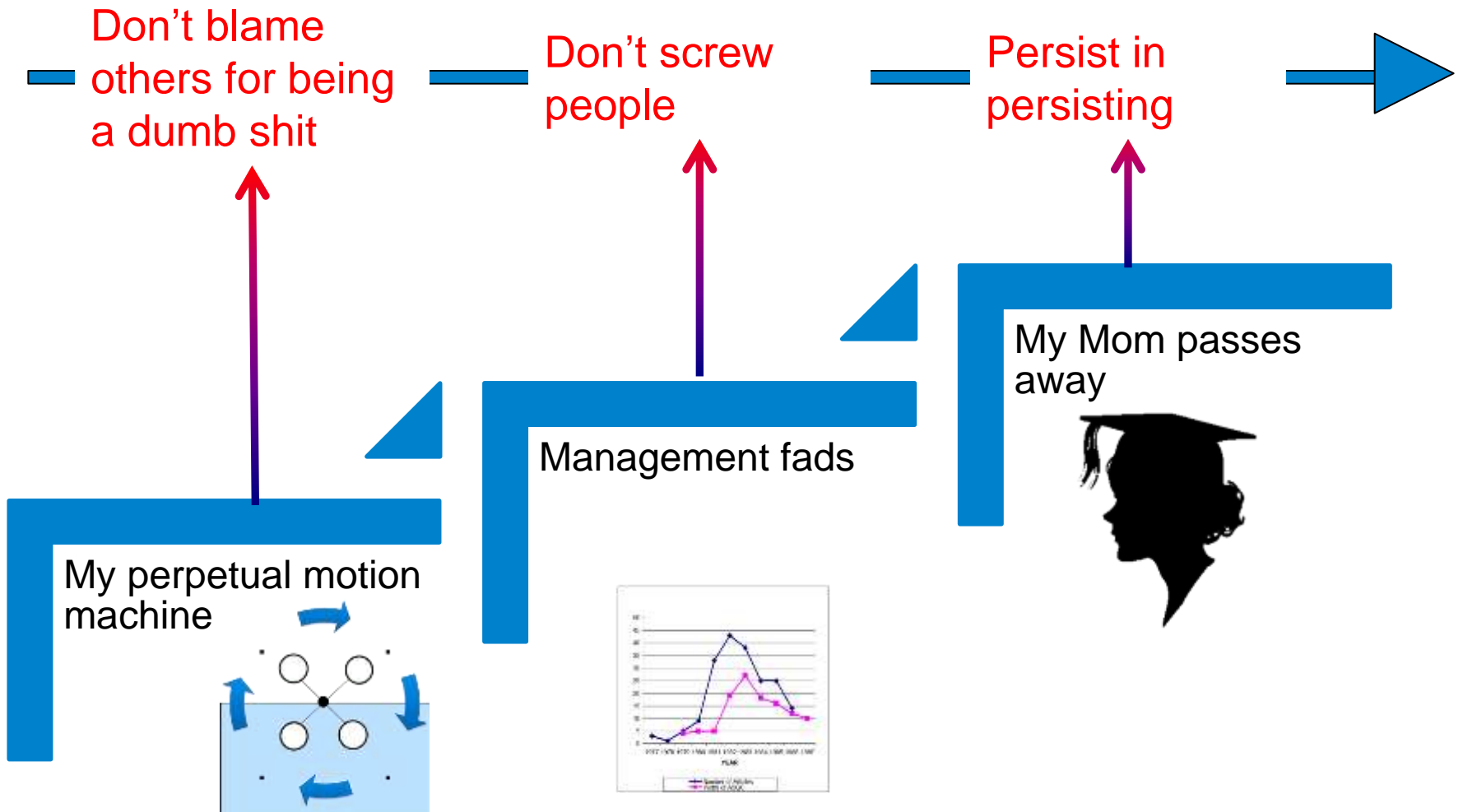
Nothing in the world can take the place of Persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent.

Calvin Coolidge

My Mom Passes Away

- She never told me what to do with my life.
- But I worked extremely hard to please her.
 - I am the first junior professor in 20 years who started at Columbia and was awarded tenure there.
 - I have a strong academic reputation.
 - I write a best seller translated in 27 languages.
- Yet, I am in a hotel where I am going to be awarded a prize for the best article that year in a top management journal.
- I loose it. I can't even go to the ceremony. Who am I pleasing now? Not my mother. What are my goals?
- **I have core values to fall back on. I have something that can give me the drive to stay on course when times are very hard.**

My Life Line



The Lifeline Process

- Stay in the room :
 - Draw and document your lifeline
- With the person next to you, describe your lifelines, and what the key moments meant to you.

Leadership Credo

Give yourself enough time to:

- Look at your lifeline and reflect on your leadership values
- Write up a five minute Credo that expresses your leadership.
- Criteria
 - Define and understand your audience
 - Clarity and simplicity
 - Metaphor and imagery
 - Action
 - Engagement
 - Storytelling and passion

Remember: The Role of Stories

Stories add up to a great human invention, comparable in their own to the plow in agriculture. Like the plow, they use a simple application of force to dig deep. By their very nature, they frustrate purists: they condense complex life into simple plots with absurdly stripped-down causes and effects. They highlight the comedies, tragedies, moralities, immoralities, victories and defeats of ordinary lives.

Charles Tilly