Simulations and the Future of Learning

An Innovative (and Perhaps Revolutionary) Approach to e-Learning

Clark Aldrich
Leadership is about getting people to productively complete the right work. Leaders need to be aware of activities at a higher level.

**People**
- Have Formal Authority
- Have Informal Authority
- Have Personal Influence
- Introduce Ideas
- Different People Have Different Ideas
- Ideas Change Tension Levels
- Some People Only Think of Ideas When Tense
- Some People Only Think of Ideas When Relaxed

**Tension**
- Affects Productivity of Completing Work
- Affects Completing Work Can Lower Tension

**Power**
- Completing Work Gives Personal Influence (PI) to the People Who Complete It
- Costs PI to Introduce Ideas
- Listening Can Give People PI to Introduce Ideas
- The Sponsor of an Idea Gets PI as Long as it is Discussed
- People Lose Informal Authority if They Introduce Ideas Without PI

**Ideas**
- Need to Be Evaluated
- Against a Finite Number of Priorities
- Some Ideas Are Good to Discuss But Not to Complete

**Work**
- Put Work Toward or Against It
- People Can Turn Ideas into Work Done

**Some Ideas are Known, Some are Hidden**
- People Support, Oppose, and Complete Work

**Formal and Informal Authority Influences Which Work is Supported**
- Formal and Informal Authority

**What Matters Is the Work Done**
- Listening Can Give People PI to Introduce Ideas
- It Costs PI to Introduce Ideas
- People Lose Informal Authority if They Introduce Ideas Without PI
- Completing Work Can Lower Tension
- Completing Work Gives Personal Influence (PI) to the People Who Complete It
Appendix Two

Organized Leadership Content

Goal of Leadership
The goal of leadership is to complete the right work and prevent from being completed the wrong work.

Had Roosevelt and Churchill not rallied the Western democracies, civilization might have perished.
—David R. Gergen, Eyewitness to Power: The Essence of Leadership, Nixon to Clinton, p. 12

In the movie The Candidate, Robert Redford wins election and famously asks, “What do we do now?”
—David R. Gergen, Eyewitness to Power: The Essence of Leadership, Nixon to Clinton, p. 171

Power is the ability to make something happen or to keep it from happening.

York divided people into two categories: those who got the job done and those who didn’t.
—Doug Garr, IBM Redux: Lou Gerstner and the Business Turnaround of the Decade, p. 51

How do we go about changing a culture that involves thousands of people, most of whom, from a distance, seem quite satisfied with things the way they are?
—Peter Block, The Empowered Manager: Positive Political Skills at Work, p. xvii
IBM wanted a capable businessman with fresh ideas.
—Doug Garr, IBM Redux: Lou Gerstner and the Business Turnaround of the Decade, p. 25

The boss may have the power to fire workers and injure the worker’s record, but the boss, by the imposition of power, can never force his employee to work to his capacity or to create.
—Gerry L. Spence, How to Argue and Win Every Time: At Home, at Work, in Court, Everywhere, Every Day, p. 42

Some politicians have played the power game well and largely gotten their way, and others have played it badly and seen their policies falter.

I was really looking for people who were filled with passion and a desire to get things done.
—Jack Welch, Jack: Straight from the Gut, p. 54

[The intellectuals] often turned out to be unfocused dabblers, unwilling to commit, lacking intensity and passion for any one thing.
—Jack Welch, Jack: Straight from the Gut, p. 54

One of the shortcomings of American corporations is that they have focused far too much on good strategy and not nearly enough on good implementation.
—David T. Kearns, Prophets in the Dark: How Xerox Reinvented Itself and Beat Back the Japanese, p. 278

People there compete, take sides, form teams, and when one action is finished, members form new sides for the next issue.

See simplicity in the complicated.
—Lao Tsu, Tao Te Ching, translated by Gia-Fu Feng Jane English, and Gis-Fu Feng, Section 63
Leadership is action, not position.
—Donald H. McGannon

People can be leaders no matter where they are. Leadership is not about a title, degree or level. Anybody can lead at any time.
—Carly Fiorina, CEO of Hewlett-Packard

The main reasons CEOs fail is not mistakes in strategy or finance but simple inability to execute—to get done what they wanted to get done.
—Geoffery Colvin, Fortune, December 10, 2001

Even direct subordinates may resist your orders when they are convinced you are wrong and will certainly drag their heels if they are afraid of proposed changes. . . . Fewer and fewer decisions can be made or implemented in isolation in the modern business organization.
—Eliza G.C. Collins and Mary Anne Devanna, The New Portable MBA, p. 33

If I had eight hours to chop down a tree, I’d spend six sharpening my ax.
—Abraham Lincoln

We have become focused not on how to identify our own uniqueness, but on how to mimic the mark and style of others. We have been told that if we can look like others, act like others, indeed, argue as others, perhaps then we can be successful. . . . The great quest is to find the individual “soul-print,” the singular stamp that belongs only to us.
—Gerry L. Spence, How to Argue and Win Every Time: At Home, at Work, in Court, Everywhere, Every Day, p. 16

With so much change and turbulence taking place, people need leaders more than ever. Yet, with so many acquisitions, spin-offs, and launches taking place, people insist on maintaining their independence more than ever. And with so much decentralization and delayering of companies taking place, people struggle even to know what leadership is more than ever.
—The Founding Editors, Fast Company, 1999
Gerstner vowed to “seek to create brilliant strategies and execute them brilliantly.”

—Doug Garr, IBM Redux: Lou Gerstner and the Business Turnaround of the Decade, p. 29

**Leaders Need to Be Aware of Activities at a Higher Level**

The best leader is rarely the best pitcher or catcher. The best leader is just what’s advertised: the best leader. Leaders get their kicks from orchestrating the work of others—not from doing it themselves.

—Tom Peters, Fast Company, 2001

The real pros . . . usually have a pretty good feel for how certain policy lines and maneuvers will play out, before they start.


Reagan was as good that day as he had ever been in meetings. He stayed above the forest of facts we had provided and focused on the larger goals he wanted to pursue.

—David R. Gergen, Eyewitness to Power:
   The Essence of Leadership, Nixon to Clinton, p. 153

**Gaining and Sharing Power**

Power is nothing unless you can turn it into influence.

—Condoleezza Rice, quoted in Readers’ Digest, November 2002

All leadership is influence.

—John C. Maxwell, Injoy, Inc.

No president can succeed unless he can build a governing coalition.


To be a player is to have power or influence on some issue.

The wise cabinet secretary knows you build a partnership with the chairmen of the Congressional committees that watch over your department, even if they come from the opposite party.

Command is less effective than consensus.

Demand commitment instead of sacrifice.
—Peter Block, The Empowered Manager: Positive Political Skills at Work, p. 75

Rickard knew that if the quality program was going to get anywhere in the organization he would have to place on the support of the princes and to dance past the kings.
—David T. Kearns, Prophets in the Dark: How Xerox Reinvented Itself and Beat Back the Japanese, p. 172

**Formal Authority**
Many in positions of power take up such posts in the fulfillment of a neurotic need to exercise power over others.
—Gerry L. Spence, How to Argue and Win Every Time: At Home, at Work, in Court, Everywhere, Every Day, p. 43

**Informal Authority**
In Washington, as elsewhere, power does not always follow organizational charts; a person’s title does not necessarily reflect the power that he or she has.

Jack Kennedy . . . was the first successful presidential candidate to rely on personal appeal . . . to win the top prize.

The word “trust” appears in virtually every current book on leadership, and it is taken as a commonplace that without trust, leadership is impossible. . . .”
—Robert C. Solomon
Horse-trading is the way the battle is fought in the final clinches.

**Personal Influence**
The agenda game must be won first.

Write up your idea in a memo. People may roll their eyes if you bring a written handout, but at least there won’t be any doubt as to whose it is.
—Sarah Myers McGinty, Ph.D., quoted by Anne Fisher, Fortune, 2001

One political party, for example, can gain the intellectual initiative over the other party, and that is vitally important in the power game. The Democrats seized the “idea advantage” at the time of Franklin Roosevelt’s New Deal; the Reagan Republicans seized it in the early 1980s with their idea of cutting government and taxes.

Strike quickly for a win, during the early rush of power. That helps establish momentum and an aura of success.

Winning is power.

**Generating Ideas**
The best way to have a good idea is to have a lot of ideas.
—Dr. Linus Pauling

Already intellectually drained and bankrupt of ideas, [IBM] was now leaderless and rudderless.
—Doug Garr, IBM Redux: Lou Gerstner and the Business Turnaround of the Decade, p. 20
The creation of vision comes from a considerable amount of exploring, analyzing, and rooting around in the territory of the problem.
—Eliza G.C. Collins and Mary Anne Devanna, The New Portable MBA, p. 54

Knowing ignorance is strength. Ignoring knowledge is sickness.
—Lao Tsu, Tao Te Ching, translated by Gia-Fu Feng Jane English, and Gis-Fu Feng, Section 71

After spending nearly five years in Beirut, I eventually developed the imagination the city demanded.
—Thomas L. Friedman, From Beirut to Jerusalem, p. 23

Nixon liked a diversity of voices on his staff.
—David R. Gergen, Eyewitness to Power: The Essence of Leadership, Nixon to Clinton, p. 23

Bob... had a million ideas and brought new life to the position.
—Jack Welch, Jack: Straight from the Gut, p. 47

**Listening Can Give Enough Power to People to Introduce Their Ideas**

It was refreshing to many IBMers that Gerstner actually read their messages.
—Doug Garr, IBM Redux: Lou Gerstner and the Business Turnaround of the Decade, p. 35

Sometimes those who refuse to cooperate actually have valuable knowledge or abilities; they may even be indispensable to your success.
—Eliza G.C. Collins and Mary Anne Devanna, The New Portable MBA, p. 33

Gerstner did a lot of listening, not just to customers, but to the legions of analysts and technology pundits.
—Doug Garr, IBM Redux: Lou Gerstner and the Business Turnaround of the Decade, p. 59
If I were required to choose the single essential skill from the many that make up the art of the argument, it would be the ability to listen.

—Gerry L. Spence, How to Argue and Win Every Time: At Home, at Work, in Court, Everywhere, Every Day, p. 67

**Some People Think of Ideas when They Are Relaxed, Some when They Are Tense**

Most creativity comes at one of two times: When your back is against the wall or in a time of calm.

—Rusty Rueff, Senior Vice President of Human Resources, Electronic Arts, Rusty Rueff, Fortune, January 20, 2003, p. 152

We have to be willing to step outside of our comfort zone, or be shoved out of our comfort zones, before we usually look around for new solutions.

—Blaine Lee, The Power Principle, p. 185

There is nothing like the sight of the gallows to clear the mind.

—Gary Tooker, Motorola, Inc.

The mind can be programmed to help solve problems, to enhance insight, intuition, and inspiration. All you have to do to access this part of your brain is to relax. Don’t force creativity, coax it. Mindless activities like exercise, driving, and even watching television are great idea generators. Many people get their best ideas in the shower or just as they fall asleep. The key is to get into the right state of mind—the state of relaxation.

—Barry Goldsmith, CEO, Goldsmith Consulting, quoted in Los Angeles Business Journal, August 28, 2001

In a newspaper interview, Paul McCartney described how he wrote the song “Yellow Submarine” when relaxed in bed just before dropping off to sleep.

—Quoted in the Creation Foundation

You’re always more creative when relaxed.

—Lighthousewriters.com
**Moderating a Productive Tension**

Today, a leader must act as a tension thermostat, responsible for keeping tension at optimum levels and making adjustments when the level is too high or too low.

—*Victor Buzzotta*, Making Common Sense Common Practice

When times are good you should talk about what needs improvement, and when things are bad you should assure people they will get better.

—*Anne Mulcahy, Chair and CEO, Xerox Corporation*,

*at the Executive's Club of Chicago, March 14, 2002*

Fear is painful. I hate its frequent companionship. Yet it challenges me. It energizes my senses.

—*Gerry L. Spence*, How to Argue and Win Every Time: At Home, at Work, in Court, Everywhere, Every Day, p. 14

Strategic intent aims to create employee excitement, not just employee satisfaction. The more excited a worker is, the less are remuneration and hygiene the sole barometer of contentment.

—*Gary Hamel and C.K. Prahalad*, Competing for the Future, p. 135

Gerstner tried to shake up AMEX managers.

—*Doug Garr*, IBM Redux: Lou Gerstner and the Business Turnaround of the Decade, p. 96

You can’t wait around until everyone feels pain from the marketplace, because then it’s too late. So you need to use some induced pain. You have to throw a few punches here and there.

—*David T. Kearns*, Prophets in the Dark: How Xerox Reinvented Itself and Beat Back the Japanese, p. 280

Anyone can become angry—that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way—that is not easy.

—*Aristotle*
Czarnecki was just a very nice guy, too nice for the new IBM.
—Doug Garr, IBM Redux: Lou Gerstner and the Business Turnaround of the Decade, p. 53

Maybe if they threw a few swears around, they could jump-start some somnolent brains.
—Doug Garr, IBM Redux: Lou Gerstner and the Business Turnaround of the Decade, p. 45

Bring humor into the workplace where possible. Laughing eases tension and stress and reduces anxiety levels. It also makes for a more personalized work atmosphere.
—Bob Adams, The Everything Leadership

Completing the Right Work and Preventing the Wrong Work

A “deliverable” was a tangible short-term assignment with an inviolable deadline.
—Doug Garr, IBM Redux: Lou Gerstner and the Business Turnaround of the Decade, p. 97

Ideas Need to Be Evaluated Against a Finite Number of Priorities

The capacity of any president to lead depends on focusing the nation’s political attention and energies on two or three top priorities.

People Are More Likely to Support an Idea They Introduced

If I participate in creating the change, I’m going to understand it better, and I am going to have ownership.
—David T. Kearns, Prophets in the Dark: How Xerox Reinvented Itself and Beat Back the Japanese, p. 280
The patriarchal belief is that self-restraint is essential to building a strong organization. . . . The price we pay for this attitude is that we put a cap on the well of people's motivation and passion and caring.

—Peter Block, The Empowered Manager:
Positive Political Skills at Work, p. 71