

# Leadership from Within

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# Question

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**What will you do with your new found knowledge and wisdom?**

# From Within?

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## *Leadership:*

- From within yourself
- From within your place in the organization

“Pushing the Envelope”

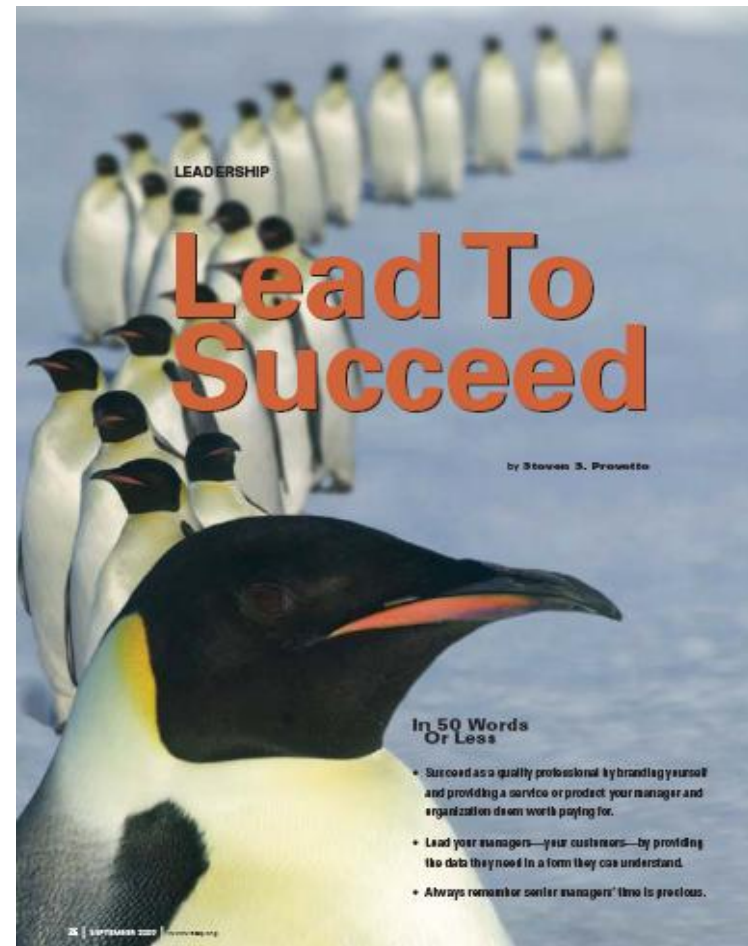
# Discussion Points

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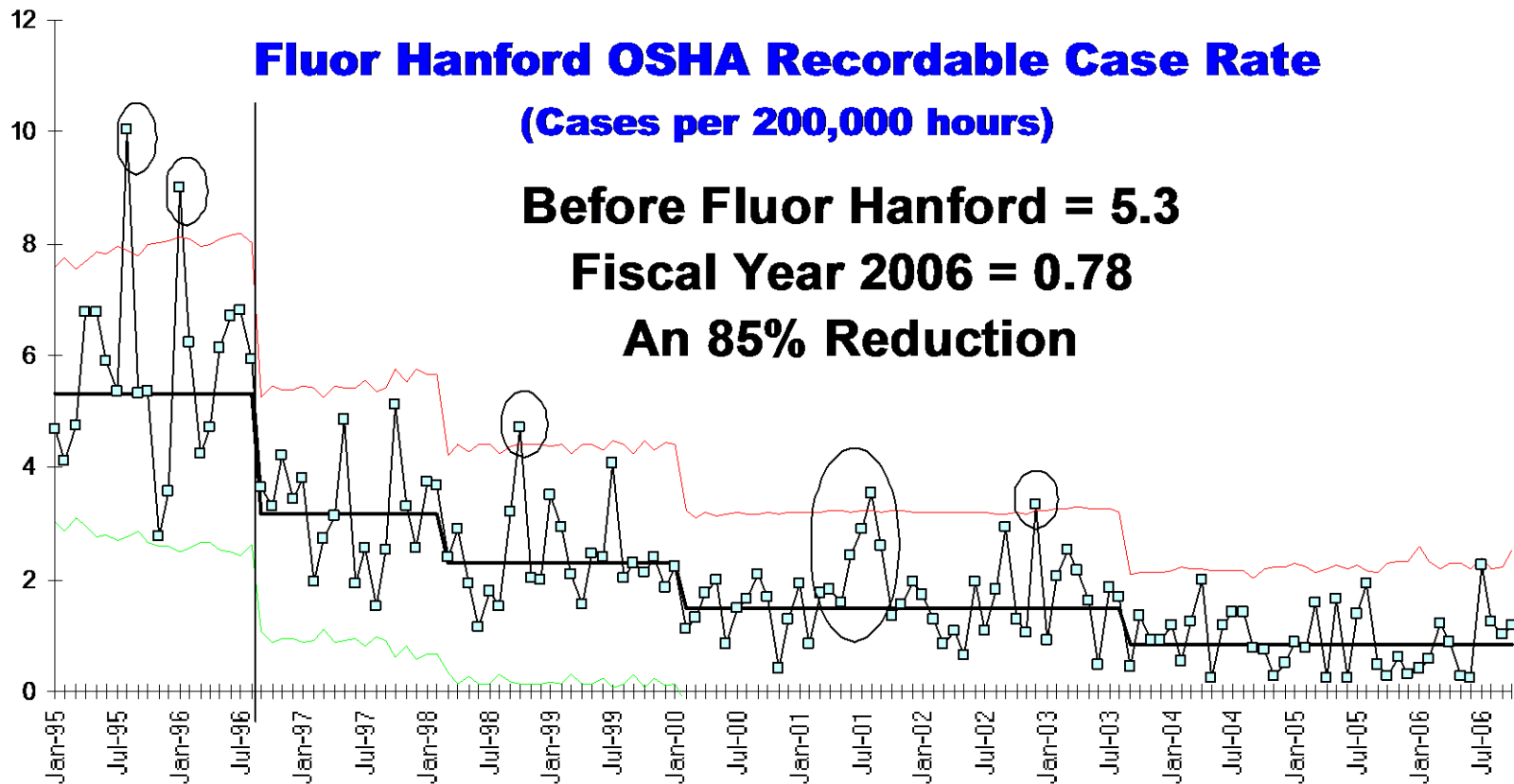
- Story telling
- Numbers also tell a story
- Communicate, communicate, communicate
- Your underlying theory and product
- Ethics and reputation
- Use of the tools from the last two days

# Story Telling

- The ability to tell a story is a key to leadership
- Cute penguins, eh?

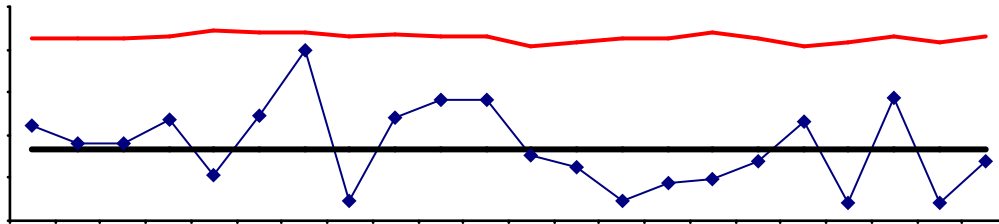


# Numbers Also Tell a Story



# Clear Effective Communications

- Project Reviews and Monthly Poster
- Weekly Senior Management Leading Indicator and Injury Updates – *near real time*
- A Dashboard focusing on Trends
- A Systems Approach to Performance Indicators – *charts all follow same format*



# But I am not a Manager!

- It helps to have buy-in from senior management (certainly never hurts)
- Sometimes you are never so powerful as when you are powerless (Tom Peters)
- Provide a product to your employer
- Do work for many groups
- Success breeds success (the “Wow!” project)
- Quality tools can be your “brand”



***“If there is nothing very special  
about your work,***

**no matter how hard you apply yourself, you won’t get noticed,  
and that increasingly means you won’t get paid much either.”**

Michael Goldhaber, *Wired* – [www.tompeters.com](http://www.tompeters.com)

# Branding

- Put your name on every chart
- Do not brag, but have a brag sheet available
- Provide a monthly status report to your manager
- If you aren't excited about your work, why would anyone else be?

# Ethics and Reputation

**"The reputation you develop for intellectual and ethical integrity will be your greatest asset or your worst enemy .... There is no victory, no advantage, no fee, no favor which is worth even a blemish on your reputation for intellect and integrity. "**

**VINCENT FOSTER**

**"Steve, we don't like your control charts, your control limits. But when it comes to getting data and getting charts, you're the only game in town."**

**A HANFORD MANAGER**

# Ya Gotta Have a Theory

- You now have been exposed to Dr. Shewhart's, Dr. Deming's, and Dr. Ackoff's theories
- Apply these theories with rigor, credibility, and passion
- The theories have remained valid and applicable

**“There is no knowledge without theory” – Dr. Deming**

# Personal Transformation

**A person, once transformed, will**

- **Set an example**
- **Be a good listener, but will not compromise**
- **Continually teach other people**
- **Help people away from their current practices and beliefs and move into the new philosophy without a feeling of guilt about the past**

**From The New Economics, Deming**

# Tom Peters on Transformation

- **Leaders-Teachers Do *Not* “Transform People”!**

Instead leaders-mentors-teachers (1) ***PROVIDE A CONTEXT*** which is marked by (2) ***ACCESS TO A LUXURIANT PORTFOLIO OF MEANINGFUL OPPORTUNITIES*** (projects) which (3) ***ALLOW PEOPLE TO FULLY*** (and safely, mostly—caveat: “they” don’t engage unless they’re “mad about something”) ***EXPRESS THEIR INNATE CURIOSITY*** and (4) ***ENGAGE IN A VIGOROUS DISCOVERY VOYAGE*** (alone and in small teams, assisted by an extensive self-constructed network) by which those people (5) ***GO TO-CREATE PLACES THEY*** (and their mentors-teachers-leaders) ***HAD NEVER DREAMED EXISTED***—and then the leaders-mentors-teachers (6) ***APPLAUD LIKE HELL, STAGE “PHOTO-OPS,” AND RING THE CHURCH BELLS 100 TIMES TO COMMEMORATE THE BRAVERY OF THEIR “FOLLOWERS’ ” EXPLORATIONS!***

<http://www.tompeters.com/slides/uploaded/InternalFocus091607.ppt>

# Your Transformation Stories

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- **How have these two days affected you?**
- **What will you do differently?**
- **Are there barriers?**
- **What can be done to minimize the effect of these barriers?**

# Some Thoughts

- **Volunteer! Volunteer to do things no one else wants to do**
- **Follow a credible theory and means to accomplish it**
- **Gain expertise, knowledge. Be the expert of something**
- **Have a vision and plan, but leap upon opportunities that present themselves**
- **Do things for many people, people outside your direct organization**



## Some Thoughts (2)

- **Brand yourself. Take a look at Tom Peters' writings**
- **Stick to your principles, your ethics**
- **Maintain your own integrity. No one can take your integrity from you, only you can give it away**
- **Certain problems cannot withstand the light of day. Operate "in the open"**
- **You never know who will get on the elevator with you**
- **Sell yourself**

# Conclusion

- **Quality tools and methodologies for data use**
- **Reliable, real time knowledge for decision support**
- **We can lead with vision and create and understand systems**
- **We can build a better future**

