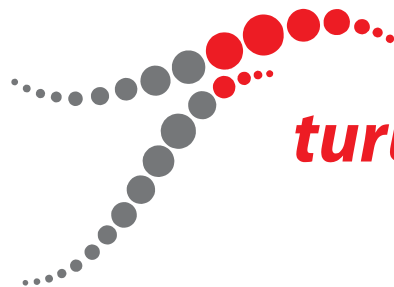




Joel A. DiGirolamo, BSEE, MBA, MS Psychology

# Zen Leadership in Turbulent Times



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# Agenda

**Minimalist Leadership**

**A Zen Koan**

**A Leadership Experience**



# Exercise

**Meet Your Neighbor**  
**From Your Perspective,**  
**Describe Leadership in One Word**





# Expedition

## Imperial Trans-Antarctic Expedition

**Goal: First to Cross the Antarctic Continent**

### **Logistics:**

- Sailing Ship Endurance
- 28 Individuals
- Dog Team
- Tons of Provisions
- Supply Cache from Other Side



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# Sir Ernest Shackleton

**Energetic**

**Imaginative**

**Romantic**

**Thirst for Adventure**

**Self-Reliant, Swashbuckling**

**Flamboyant**

**Held Trouble-Makers Close By**

"...the greatest leader that ever came on God's earth, bar none."

"For scientific leadership give me Scott; for swift and efficient travel, Amundsen; but when you are in a hopeless situation, when there seems no way out, get down on your knees and pray for Shackleton."



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# Timeline



1914



Endurance Sails from  
London England  
8/1/1914



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Frank H. H. H.

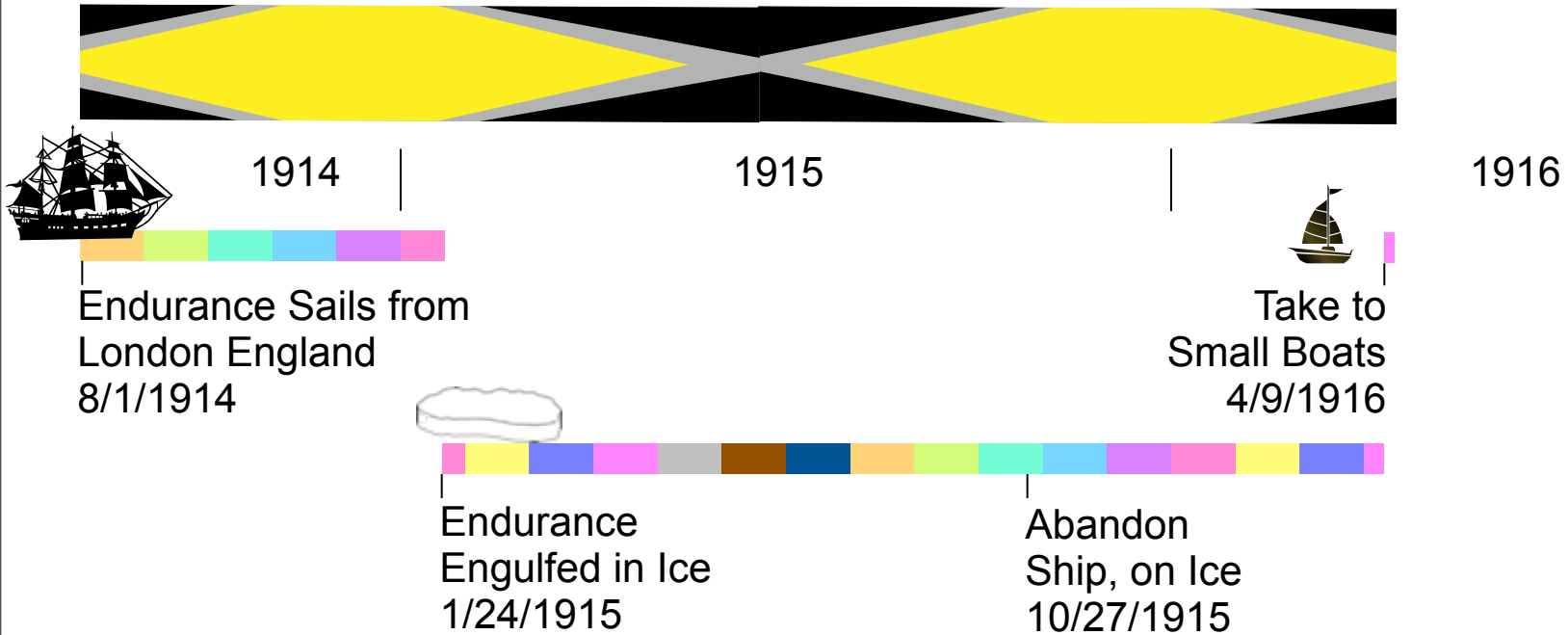








# Timeline



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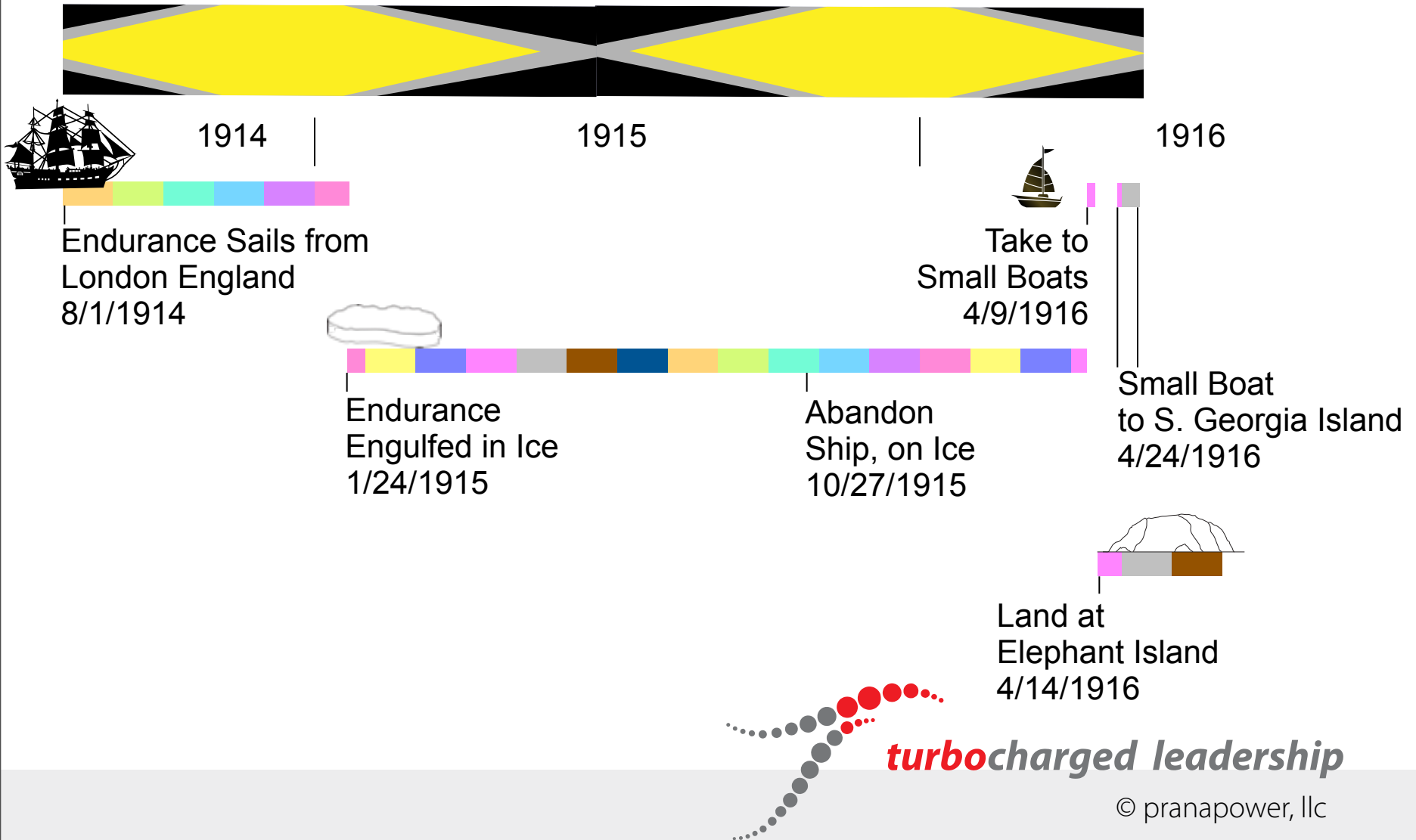


LANDING ON SOUTH GEORGIA

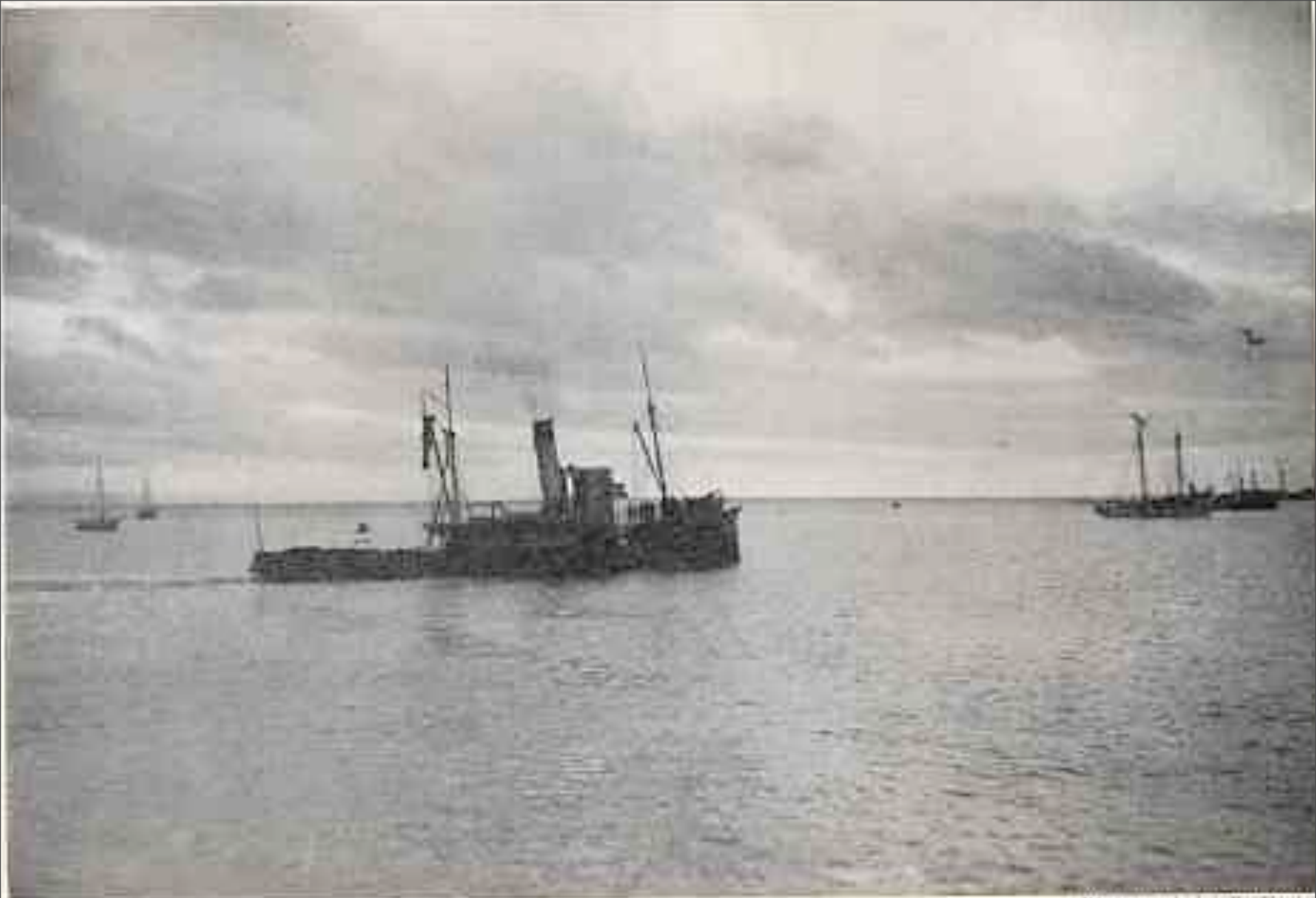
*Compendium of the expedition*



# Timeline





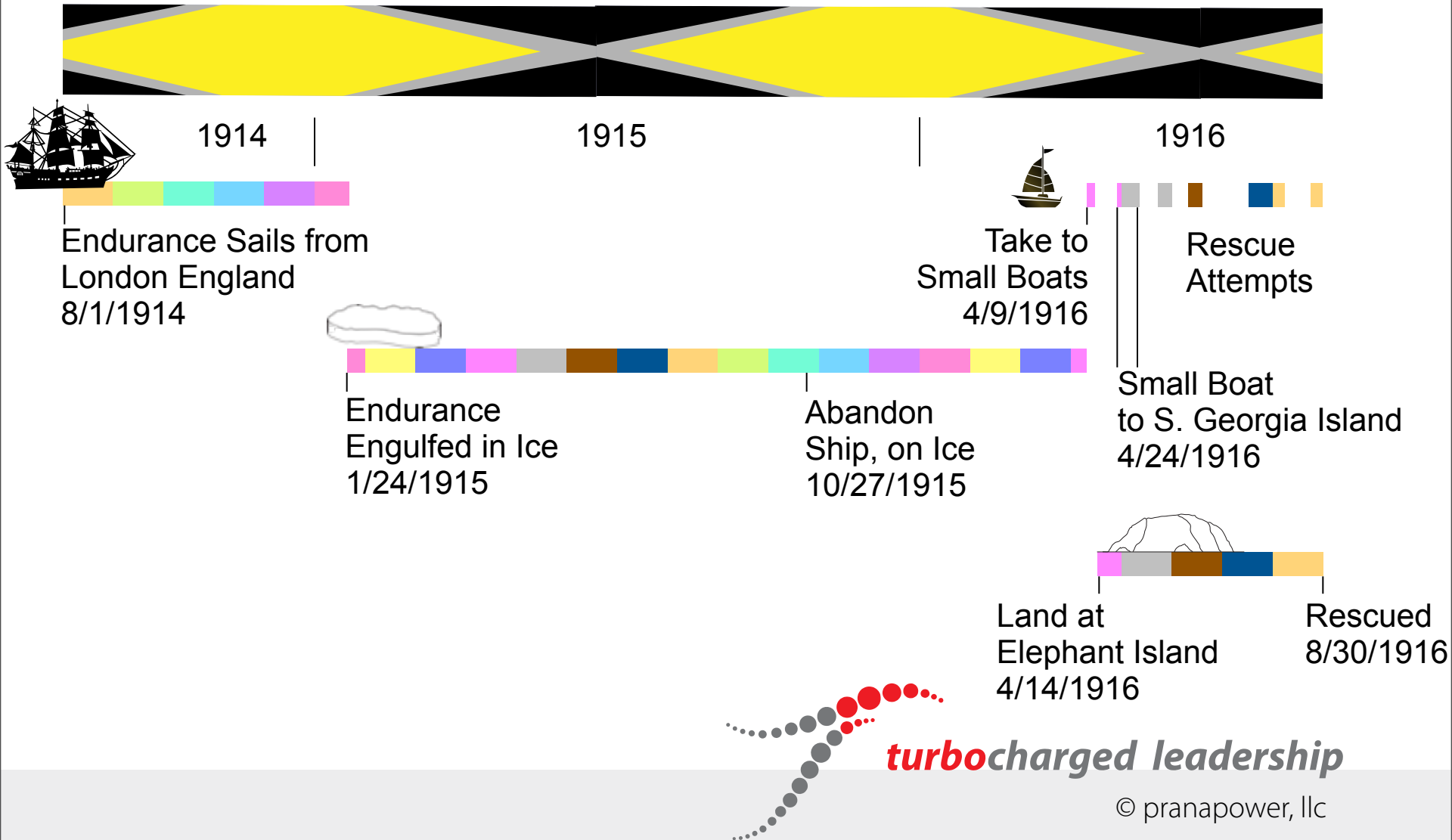


THE YELCHO

*Photograph by F. Bailey*

The Chilean tug that reached Elephant Island at the fourth attempt to rescue the 22 men stranded there.

# Timeline



# Focus



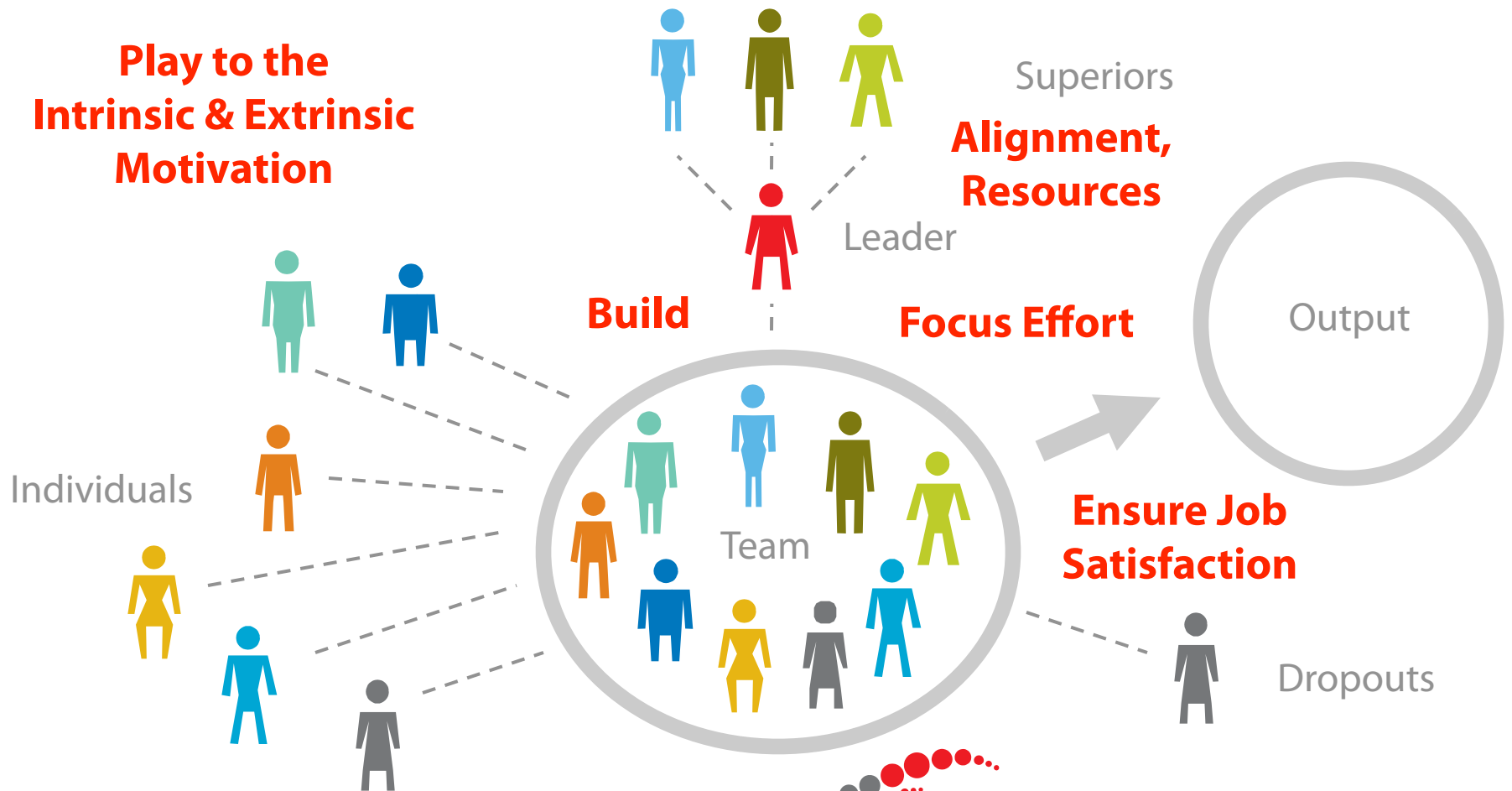
# Focus

**Vision**

**Goals**



# The Leadership Process



Sources: Bono, Deci, Hackman, Herzberg, Hogan, Judge, Ryan

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# Examples

Fred Complains that  
Barney Isn't Pulling His Weight



Sally is Disrupting the Meeting

You Are Told You Must Lay Off Three  
of Your Ten Team Members



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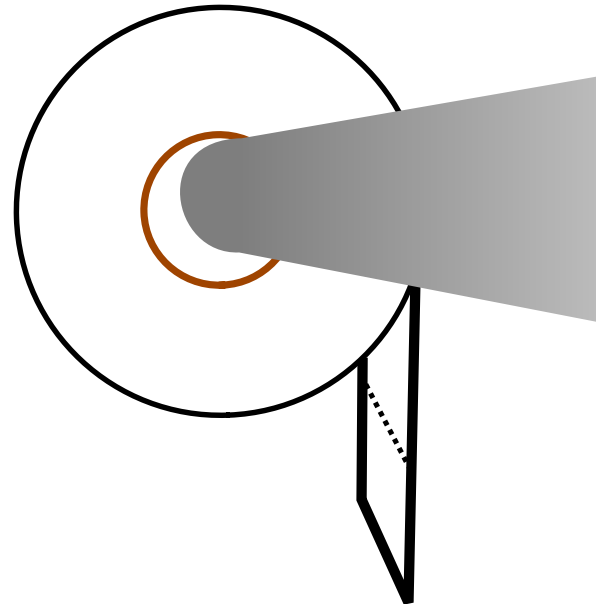
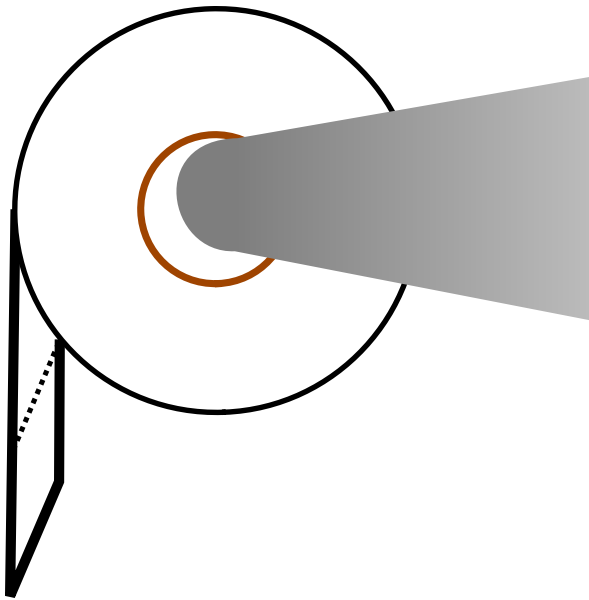
# Choices

**We Have Little Control**

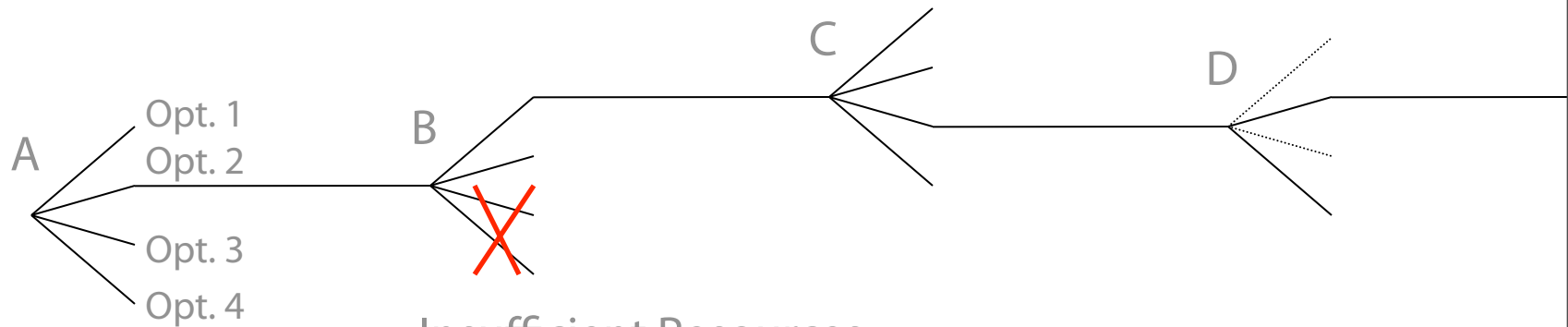
**We Get to Make Many Choices**



# Choices



# Choice



Insufficient Resources  
Inability  
Insufficient Knowledge  
Insufficient Skills  
Illegal  
Unethical

# Lessons from Evolutionary Psychology

**Good Times:** Leadership is Often Considered Micro-Management

**Times of Crisis:** People Look for Leaders to Show the Way Out

- America's History
  - Depression—FDR
  - Civil War—Abraham Lincoln
  - 1960's—JFK (Man on the Moon, Cuban Missile Crisis)
  - September 11, 2001—Rudy Giuliani on the Terrorist Attacks



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# Employee Engagement



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# A Zen Koan

**What is the Sound of One Hand Clapping?**

**What is the Sound of One Angry Employee?**



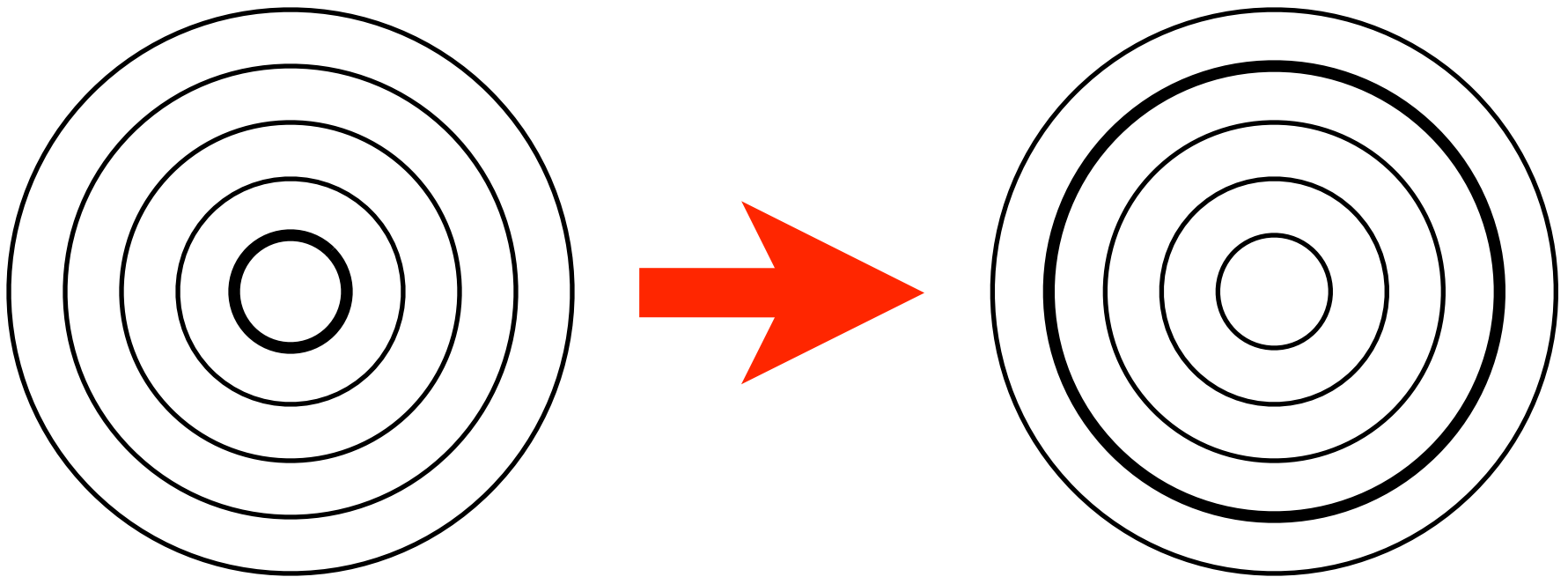
# Anger

**Expectations**

**Attachments**



# Expand the Range of Expectations



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# Practice Nonattachment



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# Recap

**Find a Point of Stillness**

**Focus on the Goals and Vision**

**Anger—Find the Expectation or Attachment**

**You Are a Leader—Go!**



# Download Slides & Article:

[turbochargedleadership.com/presentations.html](http://turbochargedleadership.com/presentations.html)

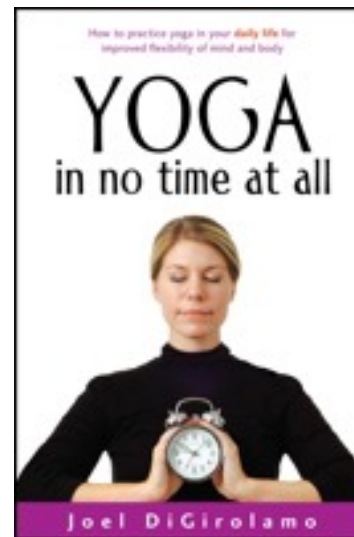


# Joel DiGirolamo Bio

- Over 30 years of staff and management experience in Fortune 500 companies
- BSEE, MBA, and an MS psychology degree
- Author of the award-winning books *Leading Team Alpha* and *Yoga in No Time at All*
- Combination of diverse work experience and education enable him to relate to individuals at all levels and positions of any organization in any region of the world. His broad experience has allowed him to successfully lead and participate on teams of individuals with unique backgrounds and various motivations.
- Keynote speaker at several international conferences
- Member of:
  - American Psychological Association (APA)
  - Society for Industrial and Organizational Psychology (SIOP)
  - Society for Human Resource Management (SHRM).



# Author



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