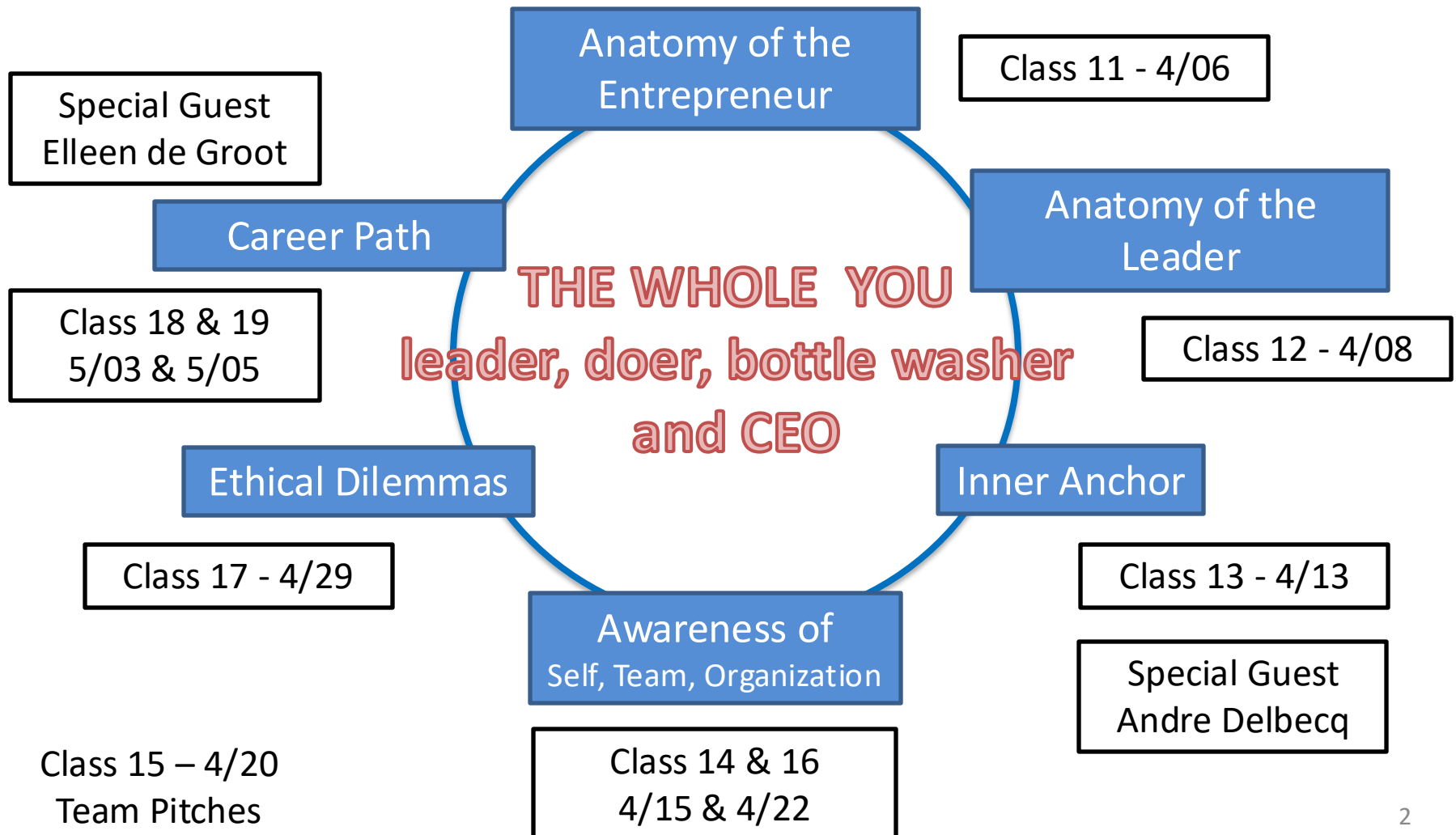

Creating & Leading New Ventures in Engineering and Science-based Industries

Ricardo Levy & Howie Rosen
Department of Chemical Engineering
Stanford University

ChemE 196/296 – Class # 12
The Anatomy of the Leader
May 08, 2024

Our FOCUS will be YOU



Learning objectives for today's class

1. Elements of Leadership as seen through the eyes of an entrepreneur: insights that apply to ALL leadership experiences

Readings for today's class

Required:

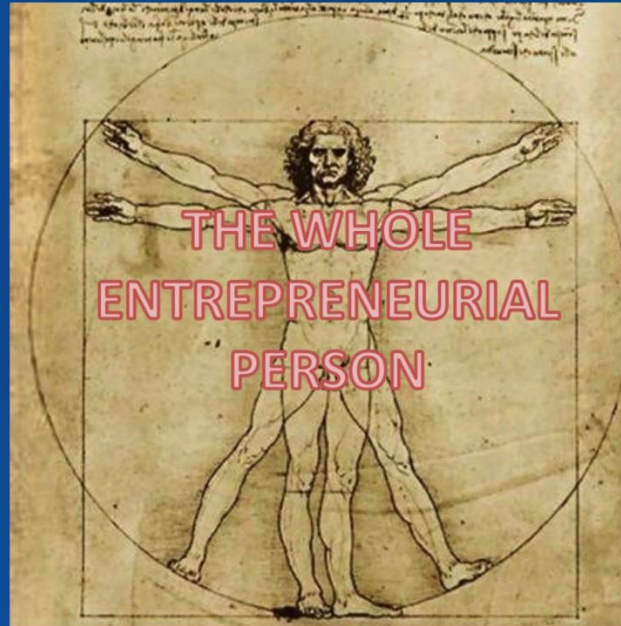
- Reader # 18 – Ricardo B Levy *The Anatomy of Leadership*

Supporting:

- *Letters to a Young Entrepreneur*
 - Chapter 4: Your Leadership Capacity
 - Chapter 5: Contrasting Forces – Optimism vs. Realism
 - Chapter 7: Absorbing Uncertainty – The Entrepreneurial Covenant

THE ANATOMY OF THE ENTREPRENEUR

CHARACTERISTICS



COMMITMENT
CAPACITY

PERSUASION
CAPACITY

INNER
DRIVE

Inception

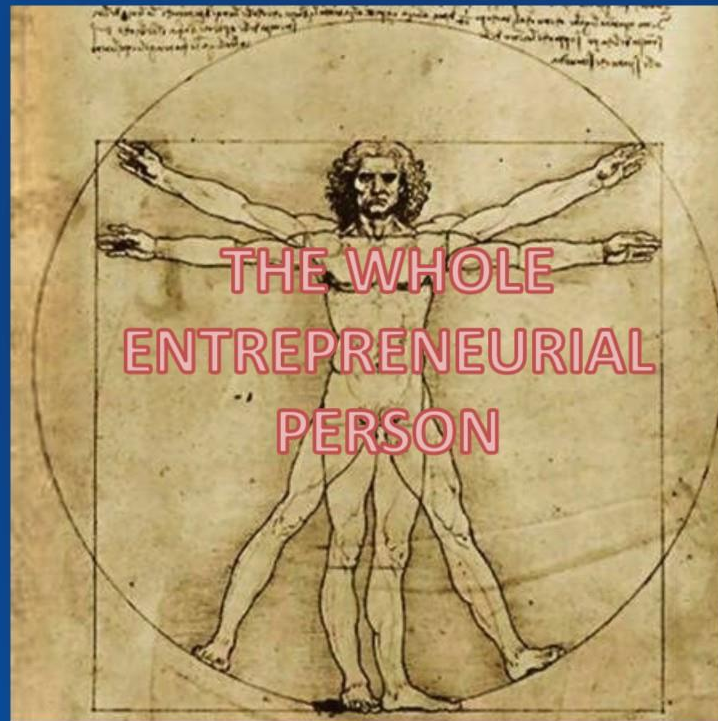


Launch

Leonardo da Vinci: La proporzioni del corpo umano secondo Vitruvio

THE ANATOMY OF THE LEADER

LIFE
QUESTIONS



CORE
CAPACITIES

LEADERSHIP
ESSENTIALS

INNER
RESOURCES

Inception



Launch



Growth

A faint, blue-tinted illustration of the Vitruvian Man is centered in the background. The figure is shown in two superimposed positions, with arms and legs extended, inscribed within a circle and a square. The entire graphic is set against a solid blue background.

LEADERSHIP ESSENTIALS

**Handling
Uncertainty**

**Creating
Covenants**

**Coping with
complexity**

Handling Uncertainty

Breathe

Absorb

Trust



Breathe

Breathe In



Encompass the whole venture

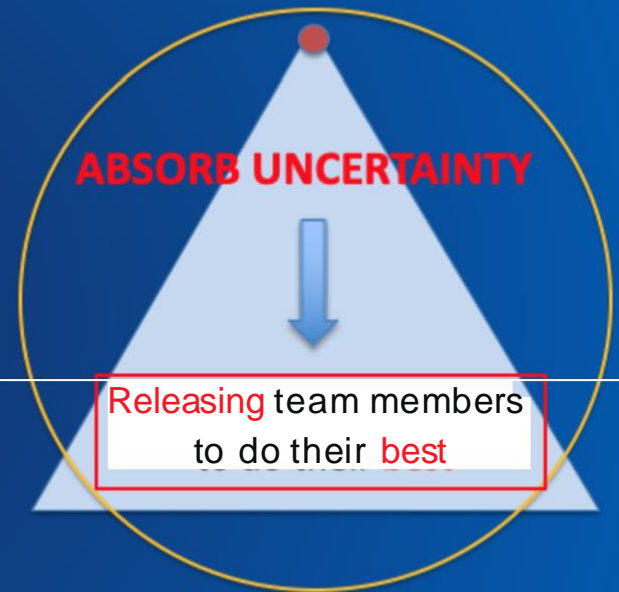
Breathe Out



Give the team focus and direction

Absorb

Breathe In



ABSORBING UNCERTAINTY

Is all about **trust**

...and **trust packets**



Trust



LEADERSHIP ESSENTIALS

Handling
Uncertainty



Creating
Covenants

Coping with
complexity

Creating Covenants



LEADERSHIP ESSENTIALS

Handling
Uncertainty



Creating
Covenants



Coping with
complexity

Coping with complexity

**"I wouldn't give a fig for the
simplicity on this side of
complexity;
I would give my life for the
simplicity on the far side of
complexity"**

Hon. Oliver Wendell Holmes, Jr.
Supreme Court Justice 1902 - 1932



COMPLEXITY

CLARITY

LEADERSHIP ESSENTIALS

Handling
Uncertainty



Creating
Covenants



Coping with
complexity

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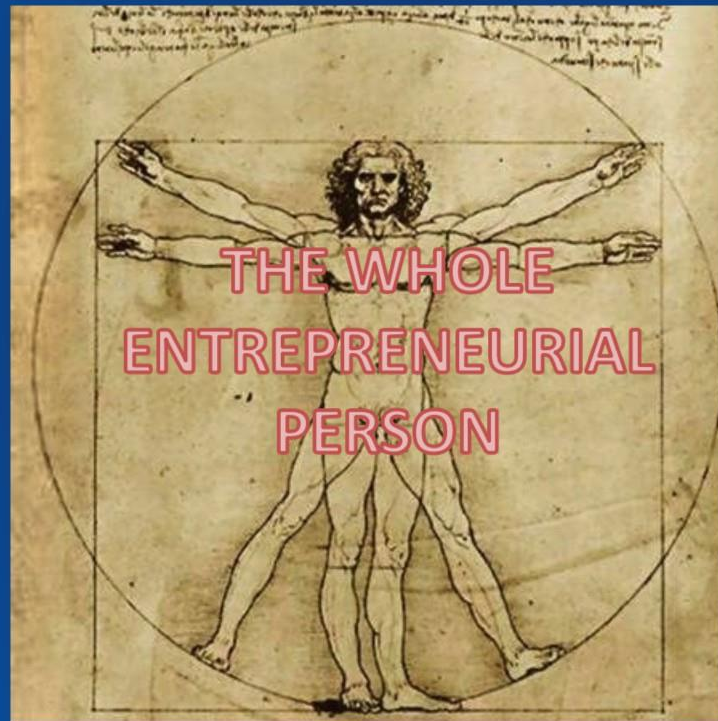
Hon. Oliver Wendell Holmes, Jr.
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THE ANATOMY OF THE LEADER

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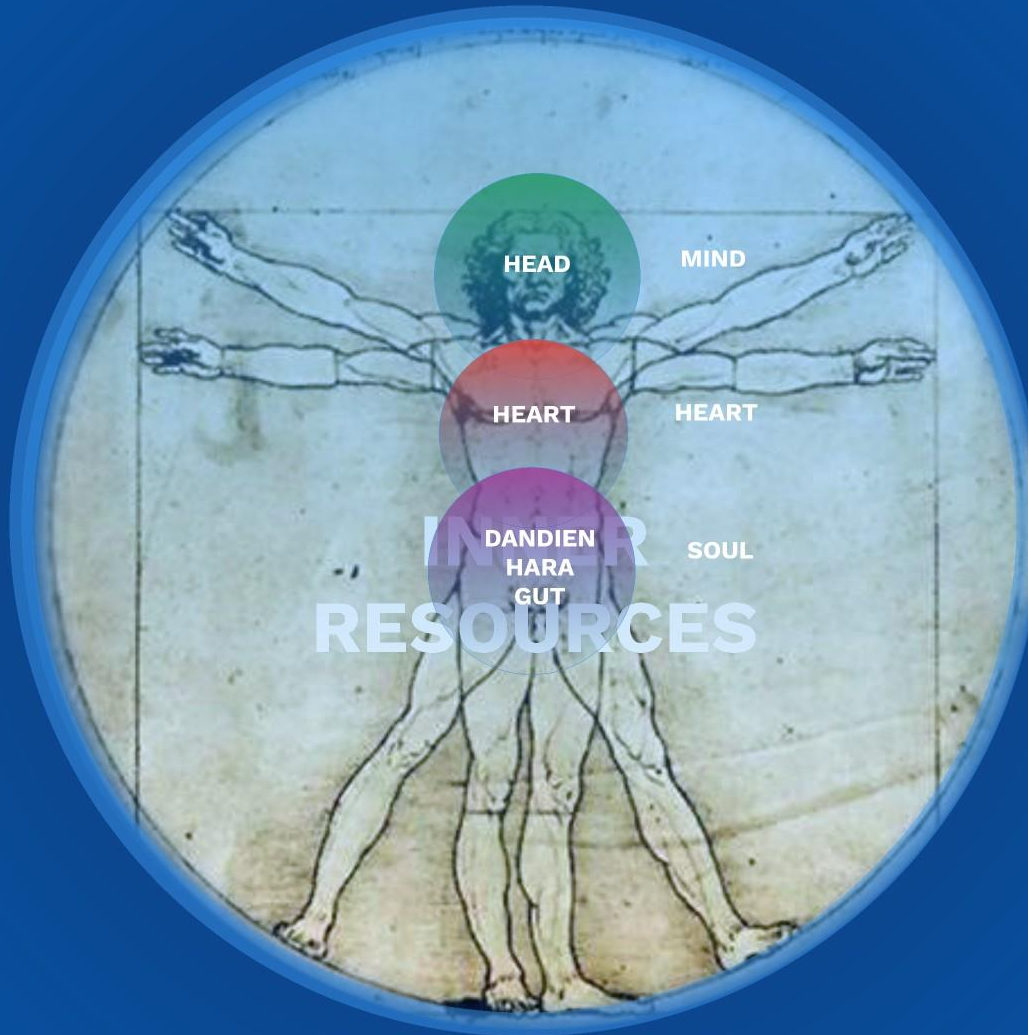
Inception



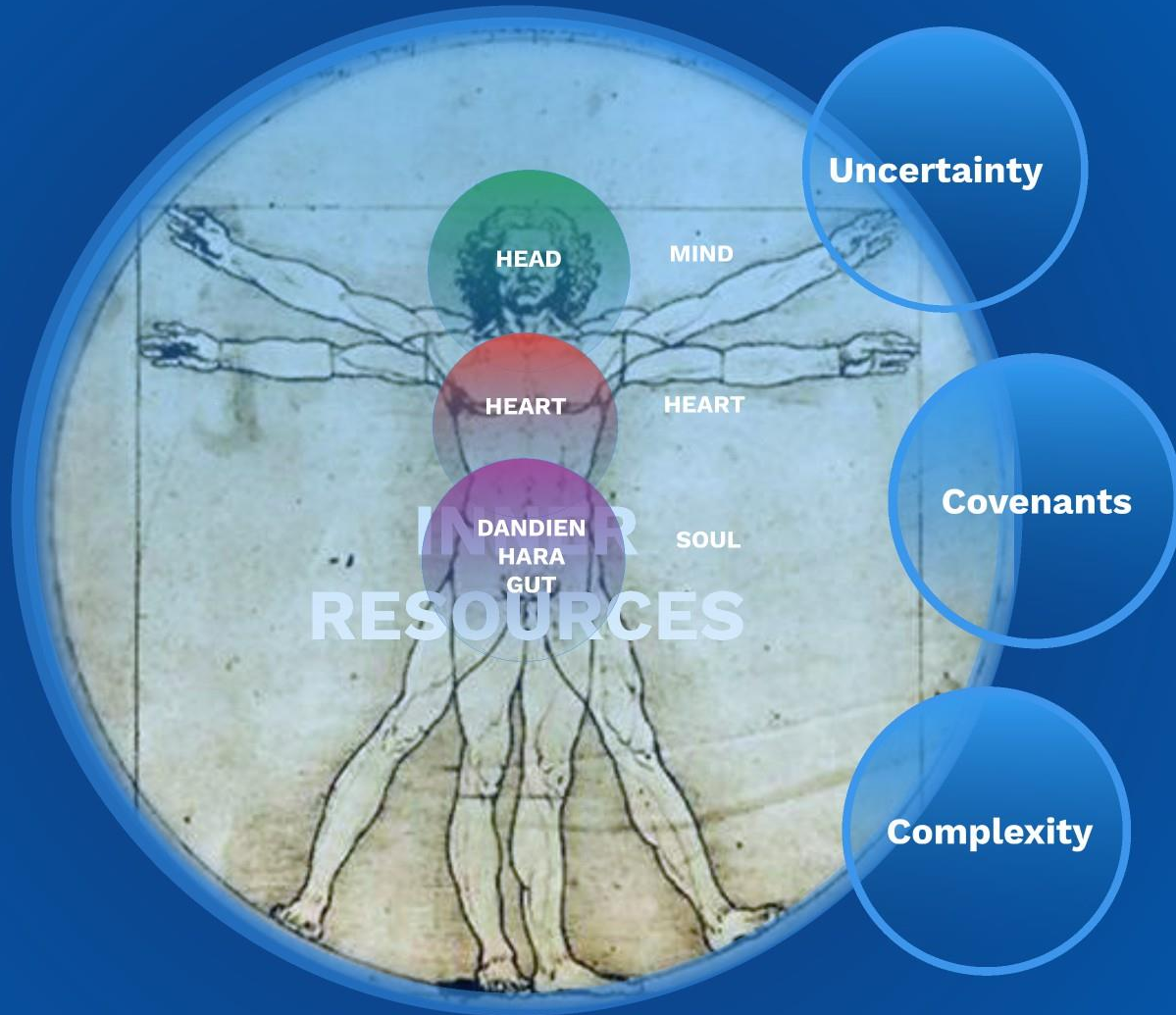
Launch



Growth

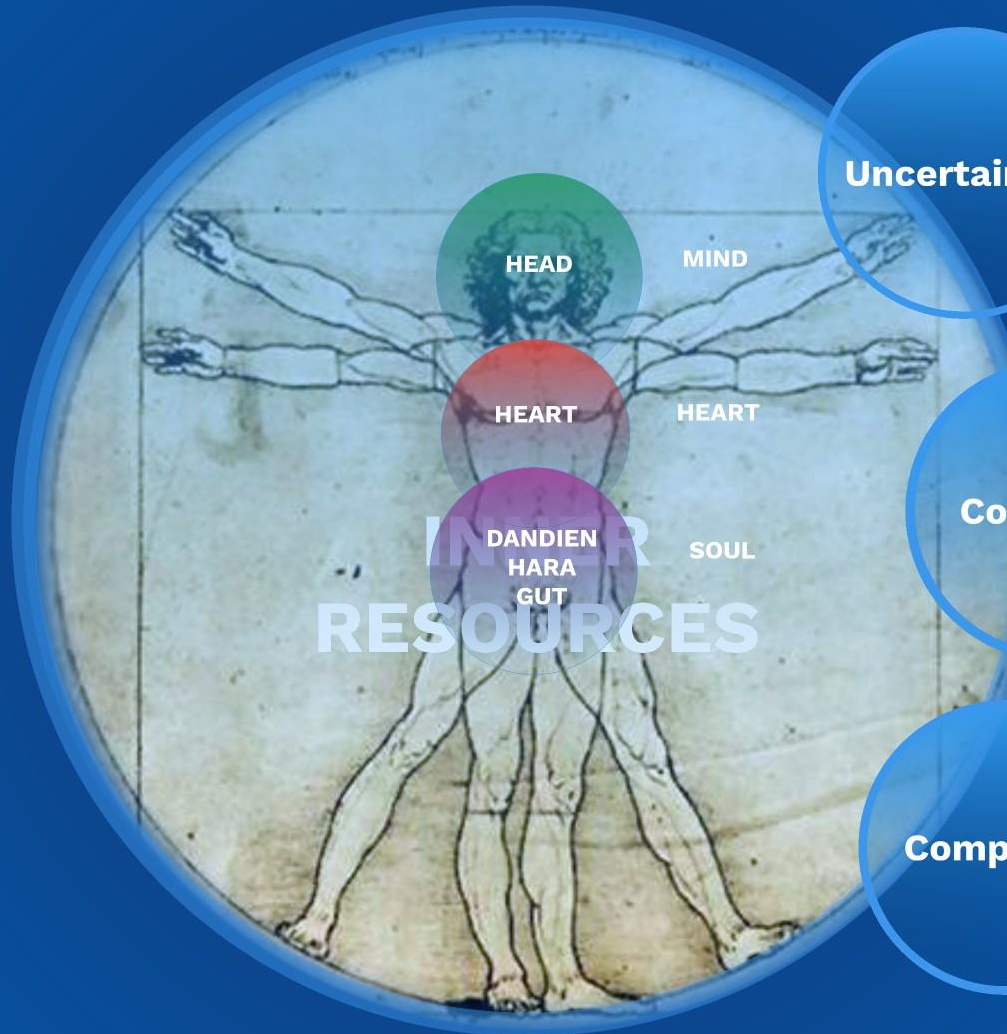


INTER
RESOURCES



Uncertainty





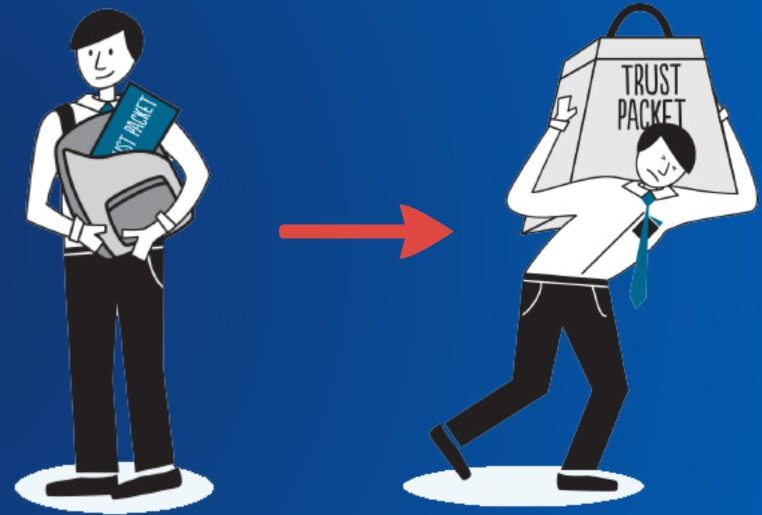
Uncertainty

Covenants

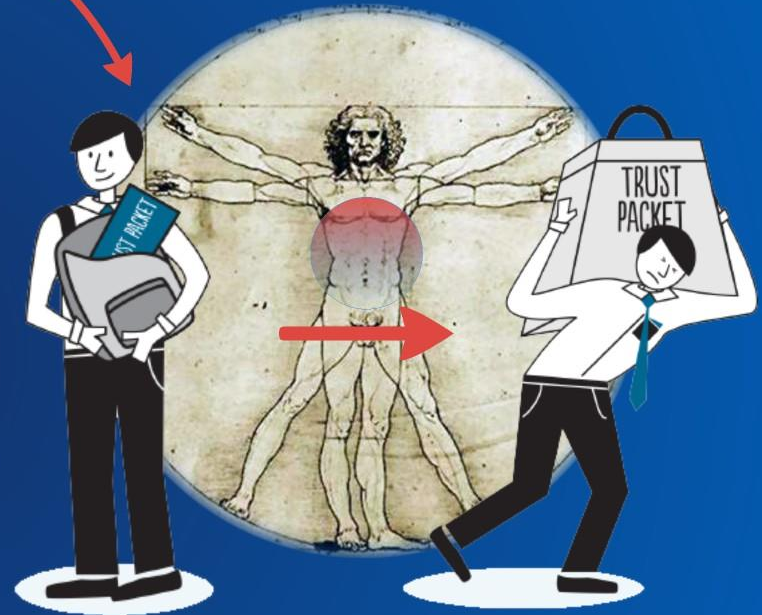
Complexity

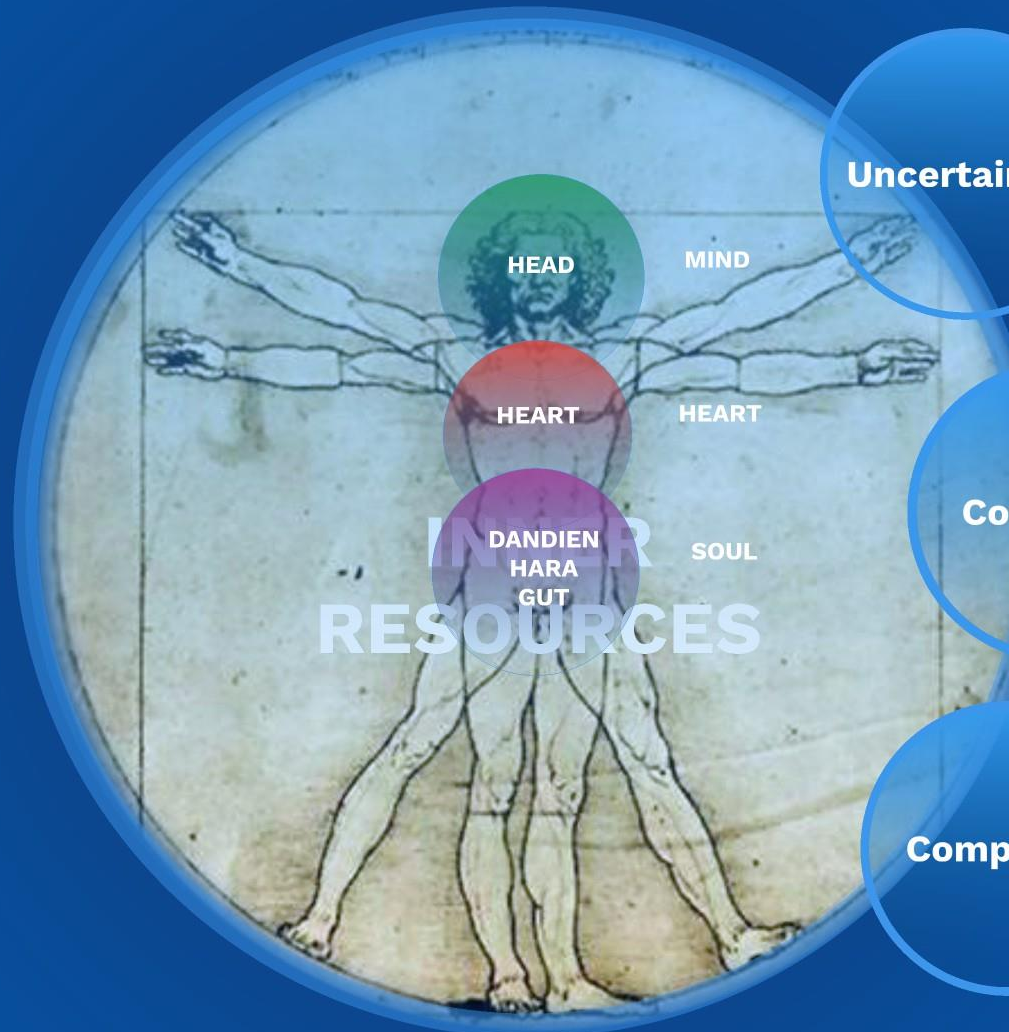


Covenants



Covenants





Uncertainty



Covenants



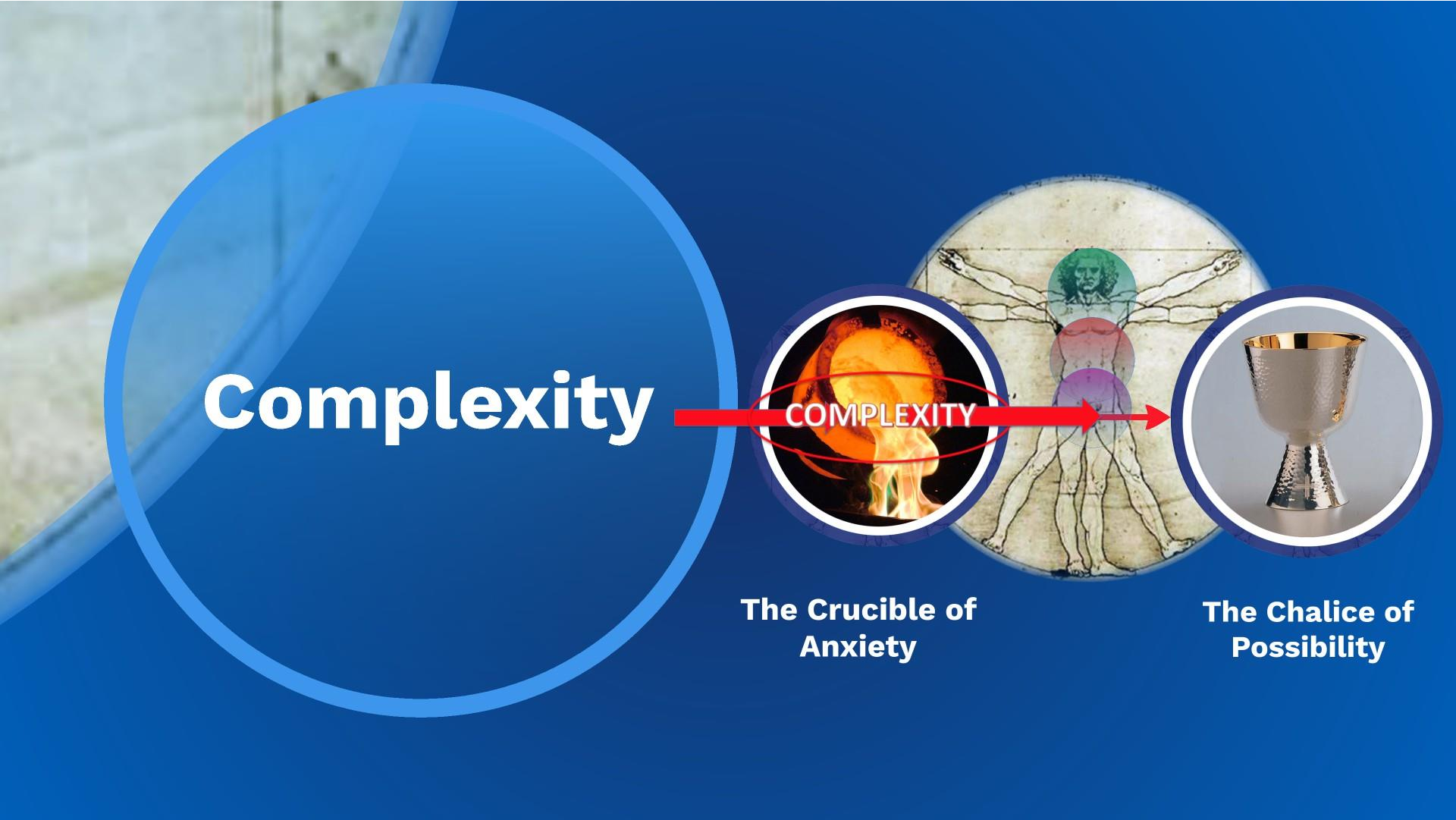
Complexity

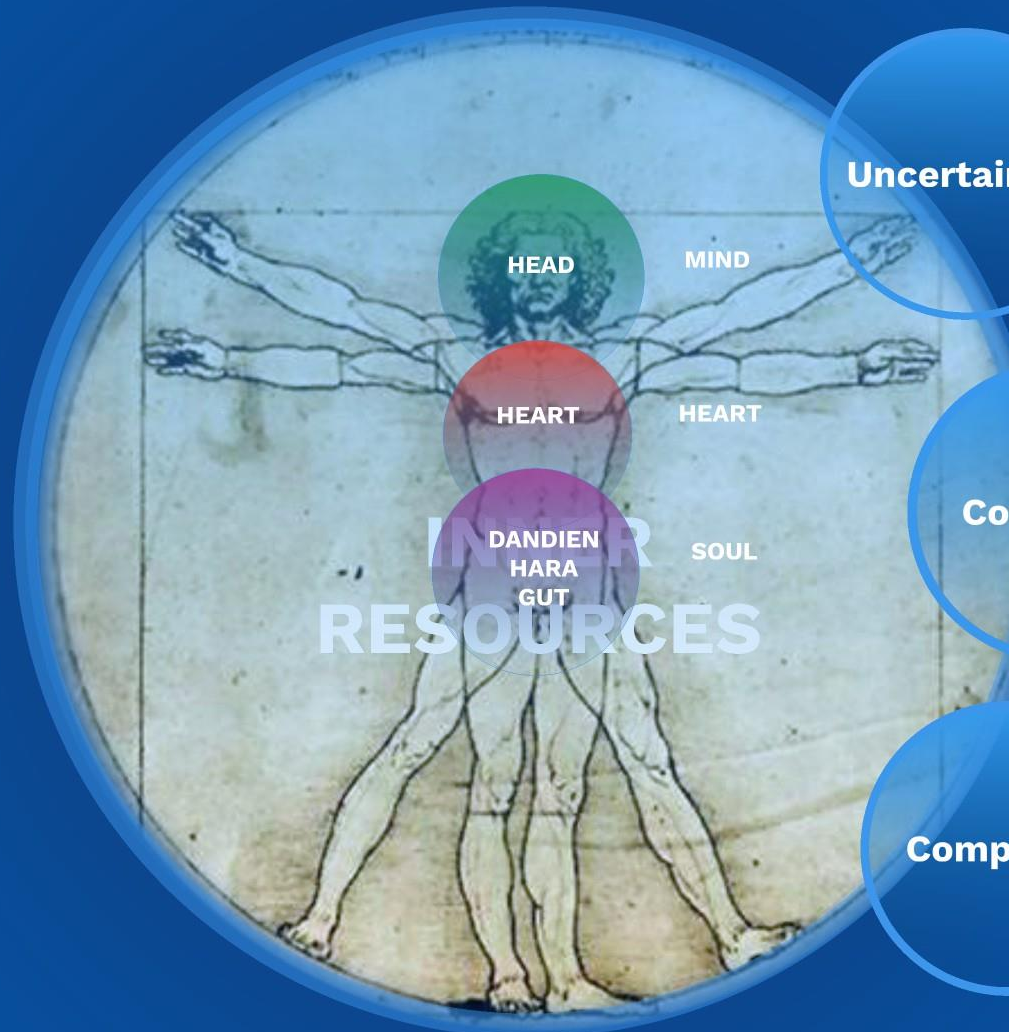
Complexity

COMPLEXITY

**The Crucible of
Anxiety**

**The Chalice of
Possibility**





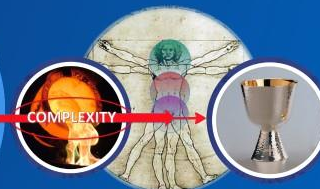
Uncertainty



Covenants



Complexity

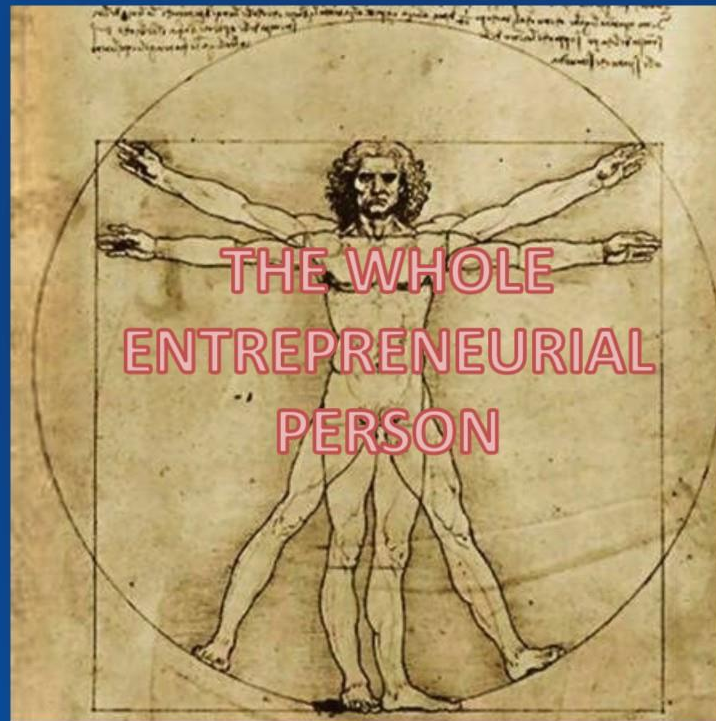


The Crucible of Anxiety

The Chalice of Possibility

THE ANATOMY OF THE LEADER

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Growth

Remember the Trust packet exchange?



Not only is the Trust packet
burden heavy....



Deep Personal Purpose Questions

Due Wednesday May 29 by noon

1. What am I *really* good at and what do I *LOVE* to do? (They may not be the same...)
2. What is my *higher purpose* in life? Or, to use that wonderful French expression, what is my '*raison d'être*' ?
3. Is my purpose congruent with my strengths and will it create a *meaningful life* for me?
4. How do I want to leave the world to my children or my best friend's children?

Or, as Mary Oliver asks in her poem *Summer Day*,

"Tell me, what is it you plan to do with your one wild and precious life?"

NOTE: Your submission will be kept *CONFIDENTIAL* and only read by your Professors