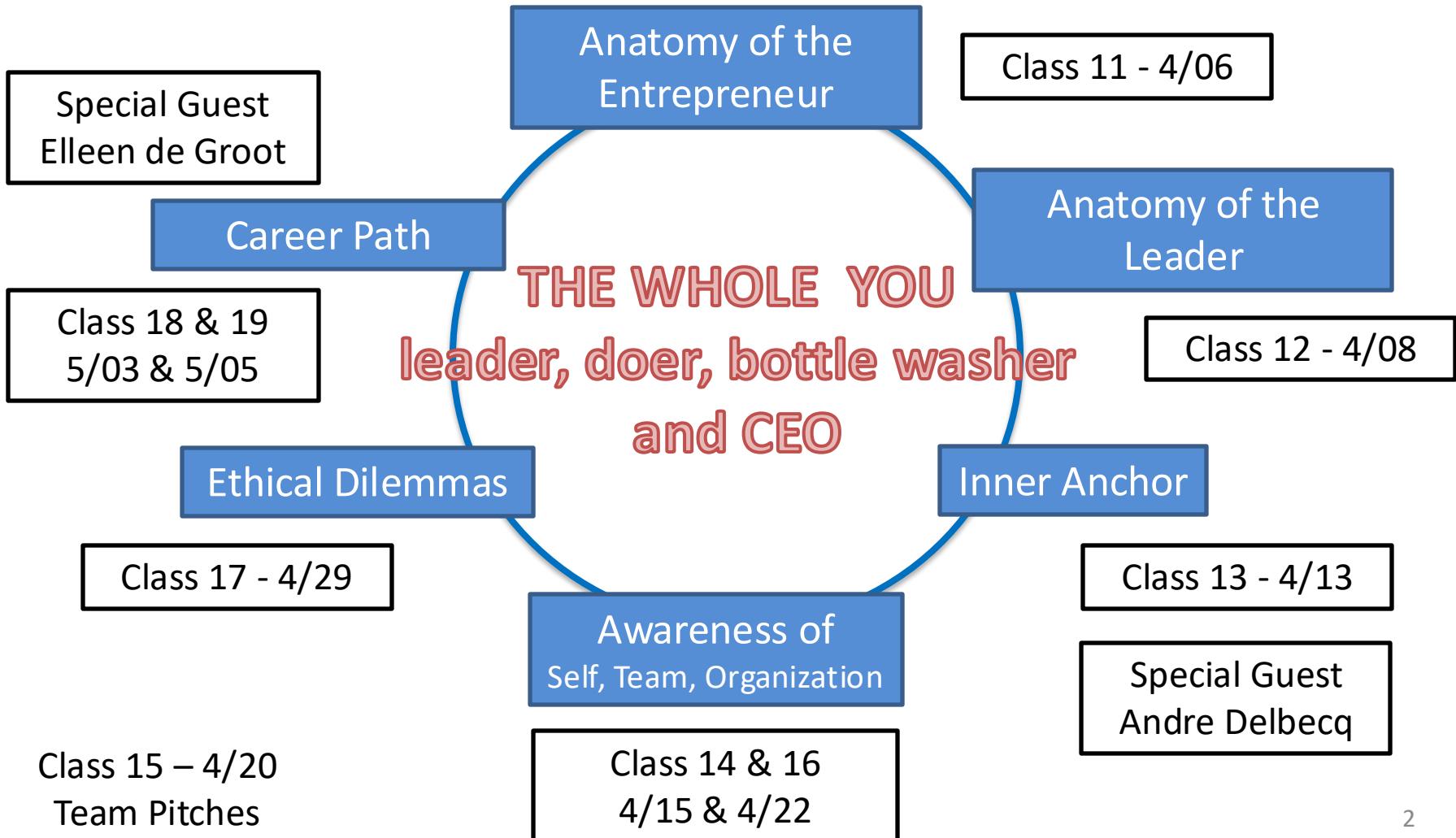

Creating & Leading New Ventures in Engineering and Science-based Industries

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:

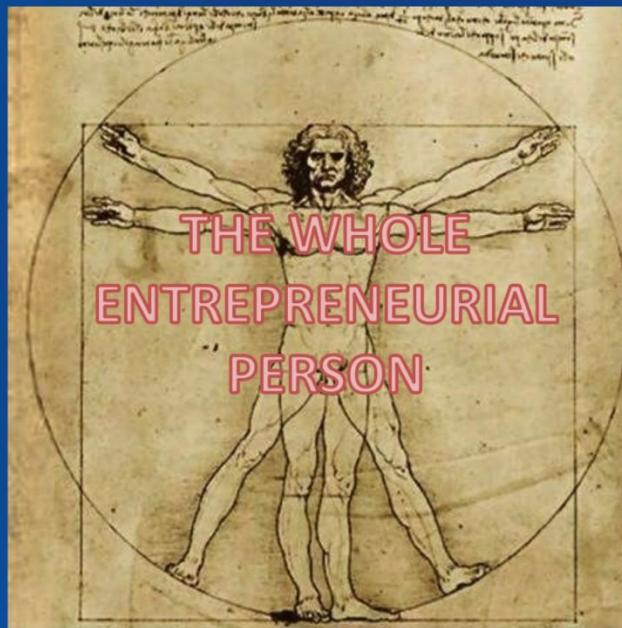
- Reader # 18 – Ricardo B Levy *The Anatomy of Leadership*

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



Leonardo da Vinci: La proporzioni del corpo umano secondo Vitruvio

COMMITMENT
CAPACITY

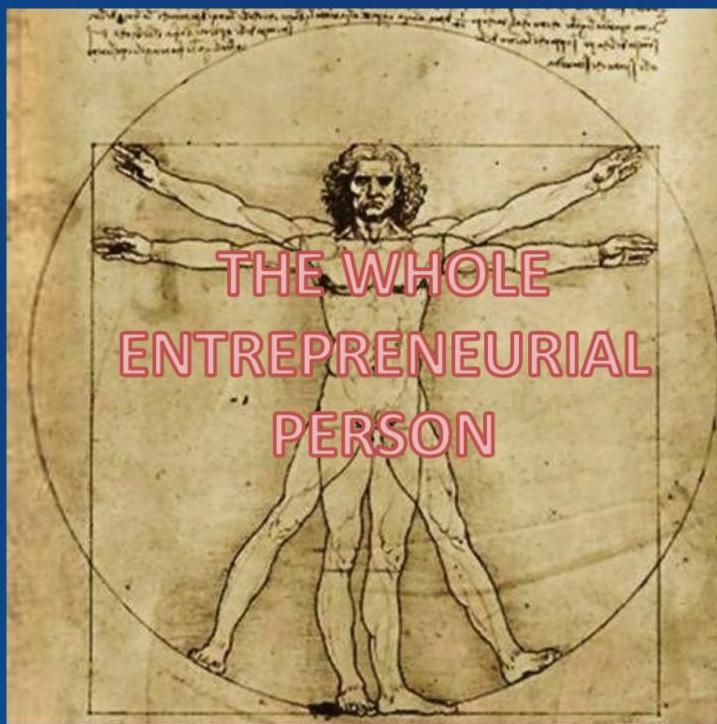
PERSUASION
CAPACITY

INNER
DRIVE

Inception

Launch

THE ANATOMY OF THE LEADER



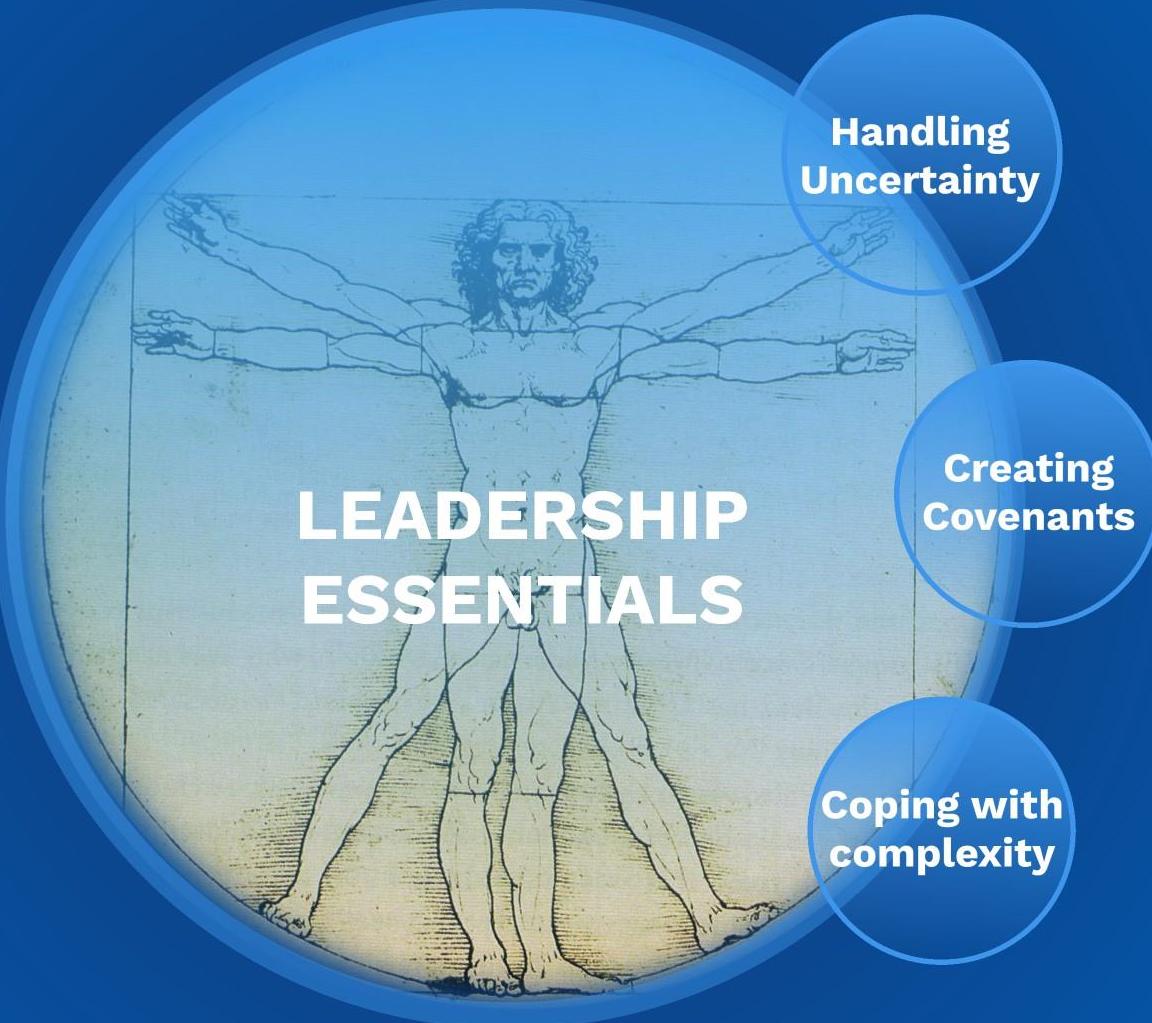
Inception



Launch



Growth



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

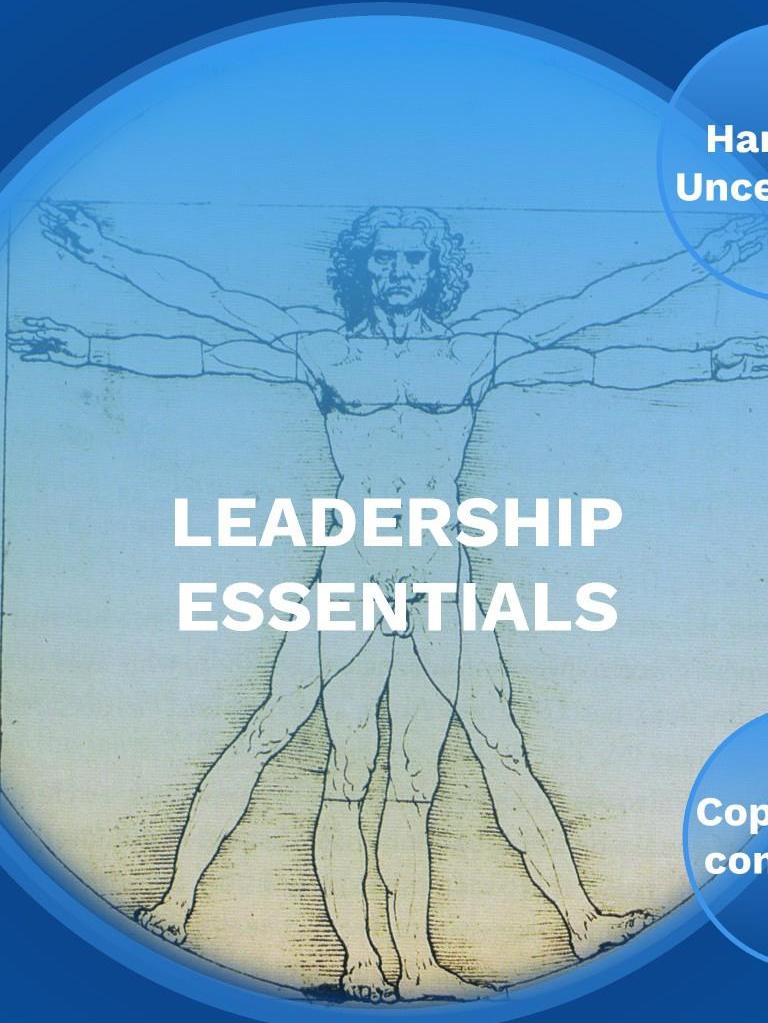
ABSORB UNCERTAINTY

Releasing team members
to do their best

Trust

ABSORBING UNCERTAINTY
Is all about **trust**
...and **trust packets**



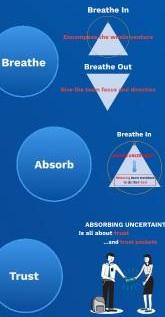


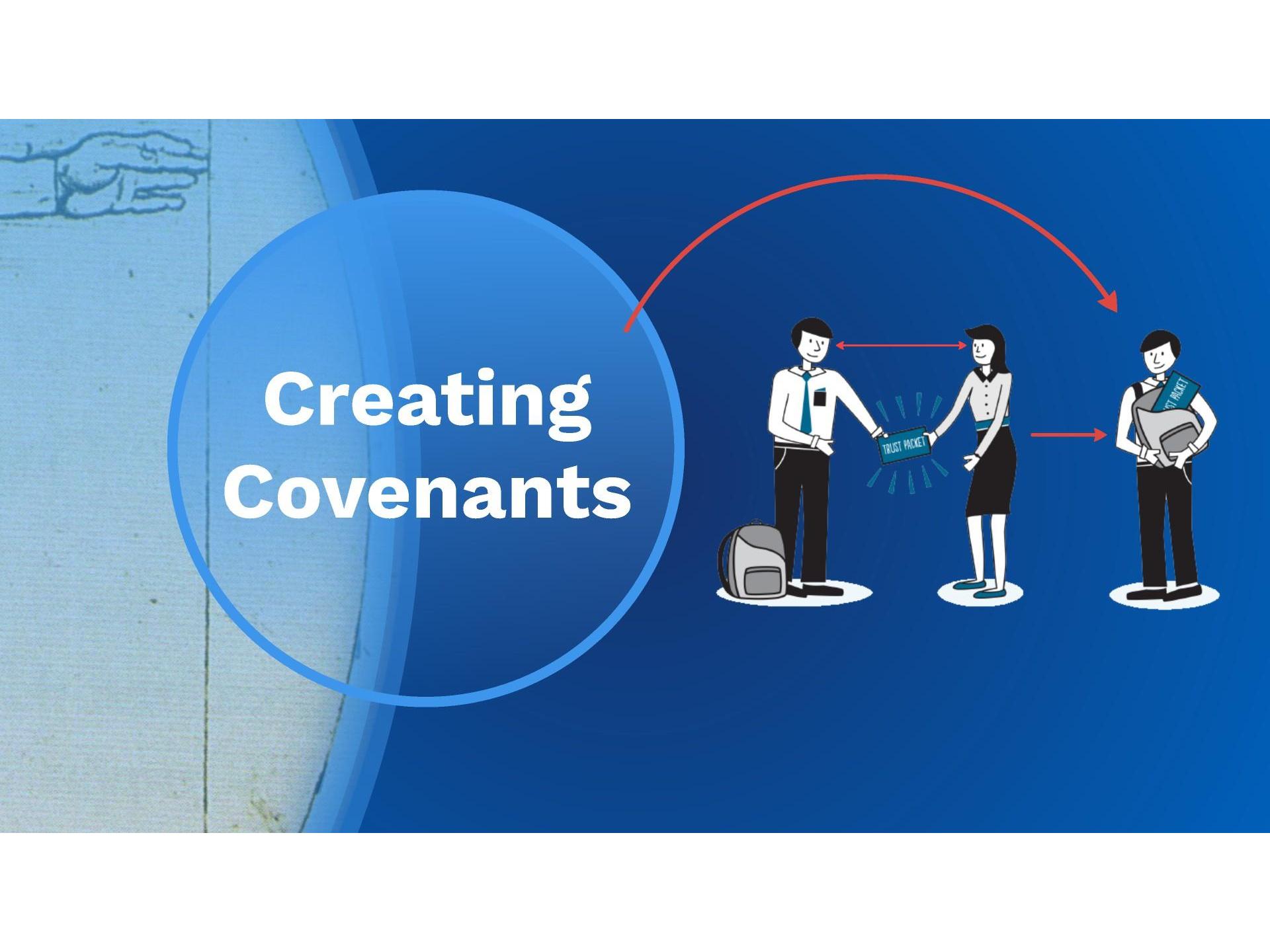
LEADERSHIP ESSENTIALS

Handling
Uncertainty

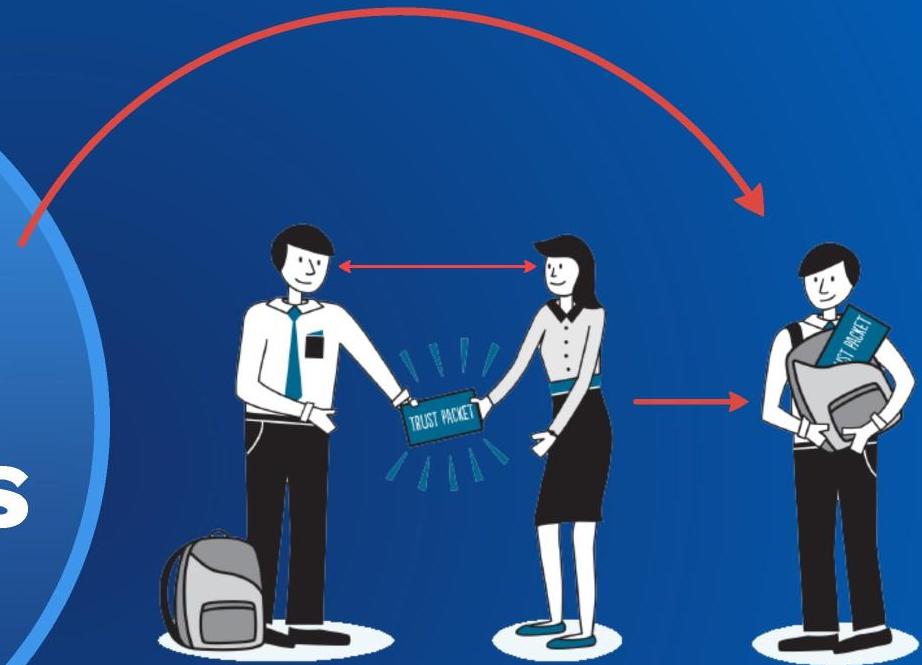
Creating
Covenants

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

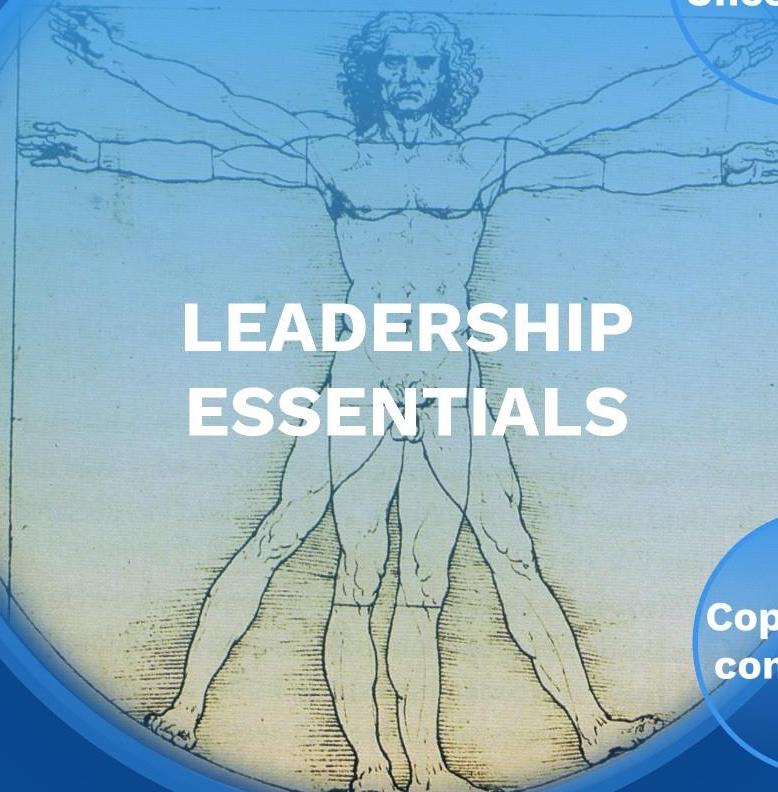
Creating
Covenants

Coping with
complexity

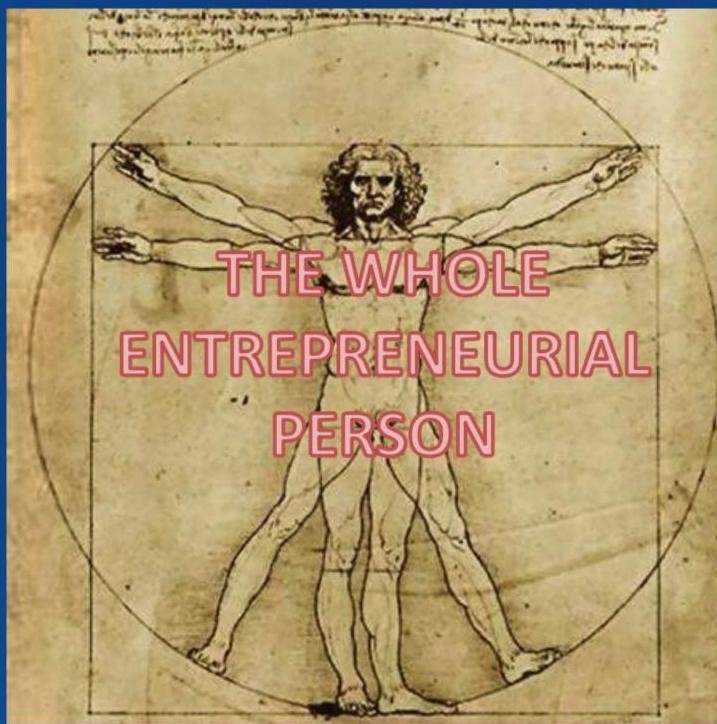
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COMPLEXITY → CLARITY



THE ANATOMY OF THE LEADER



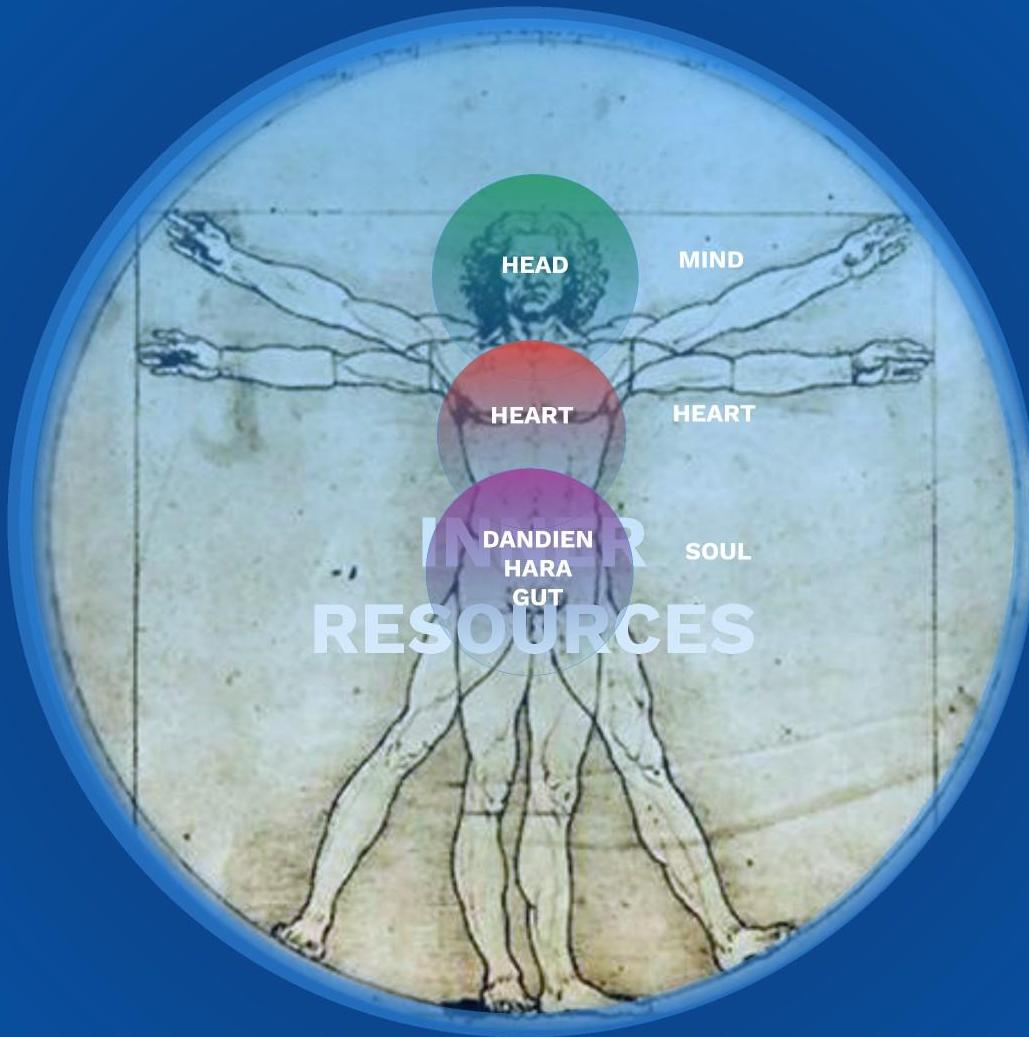
Inception

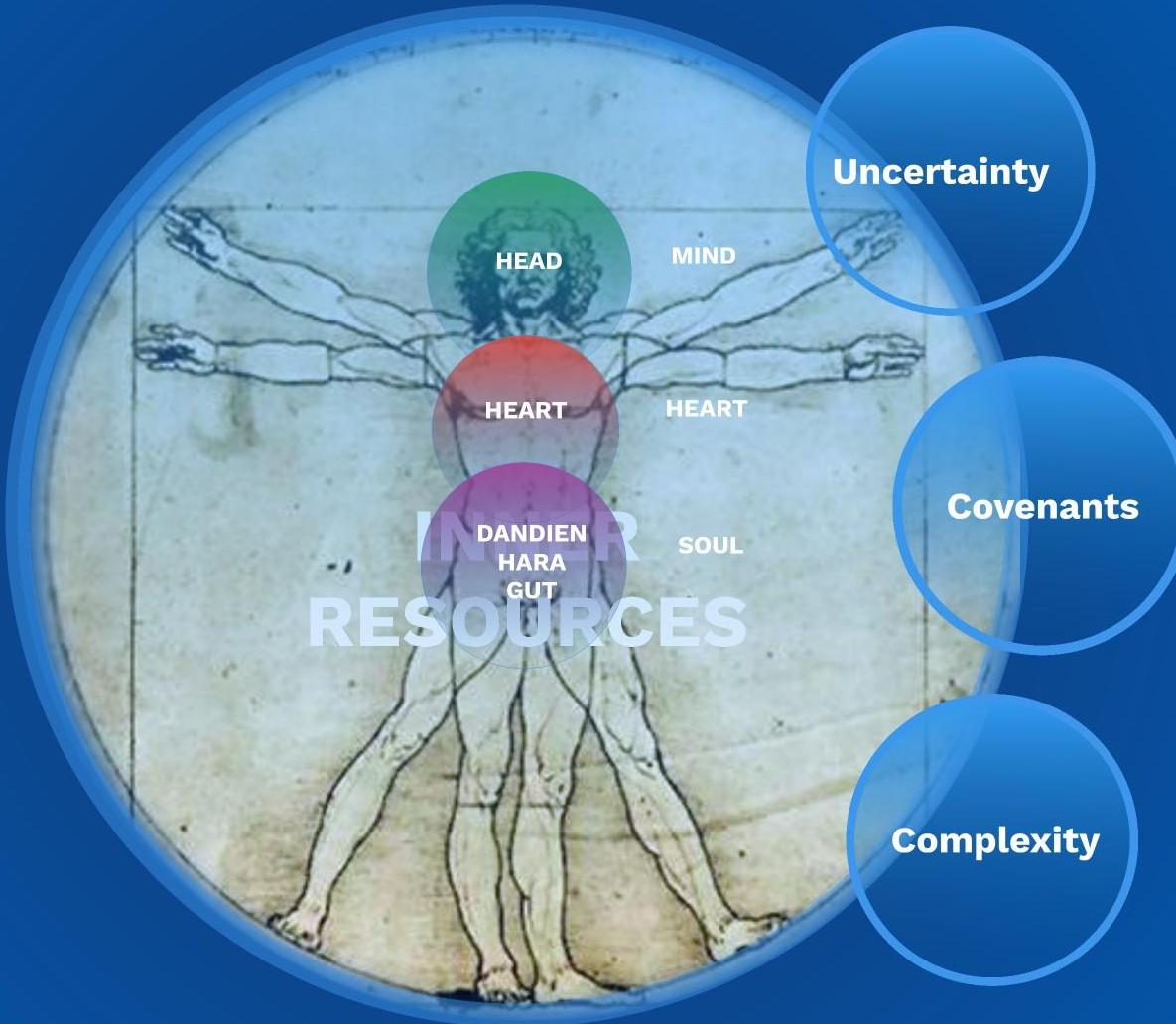


Launch



Growth

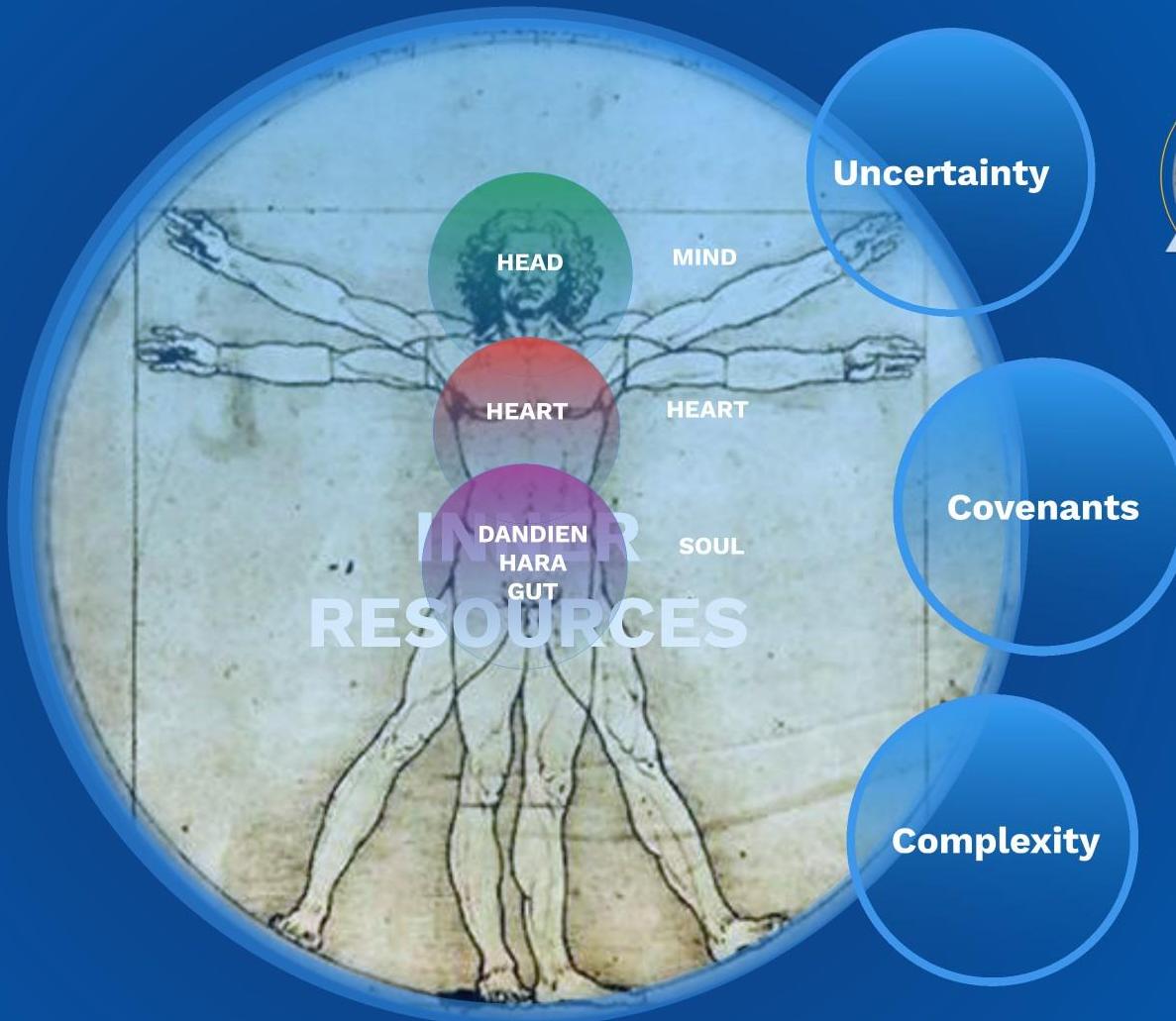




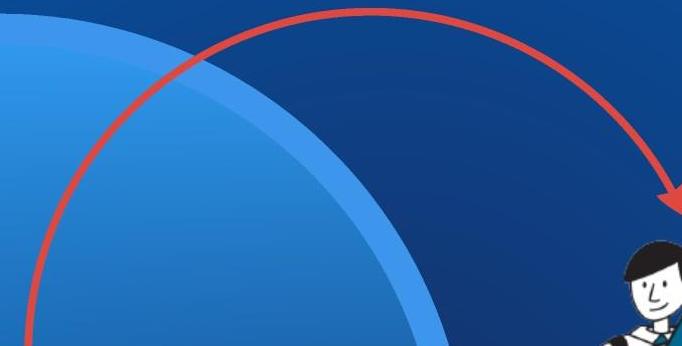
Uncertainty



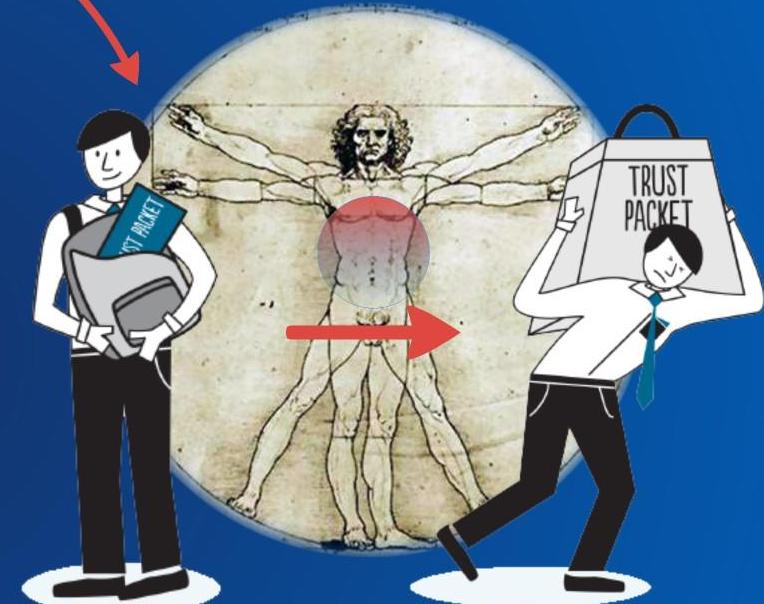
ABSORB UNCERTAINTY
Coping with the
unknown

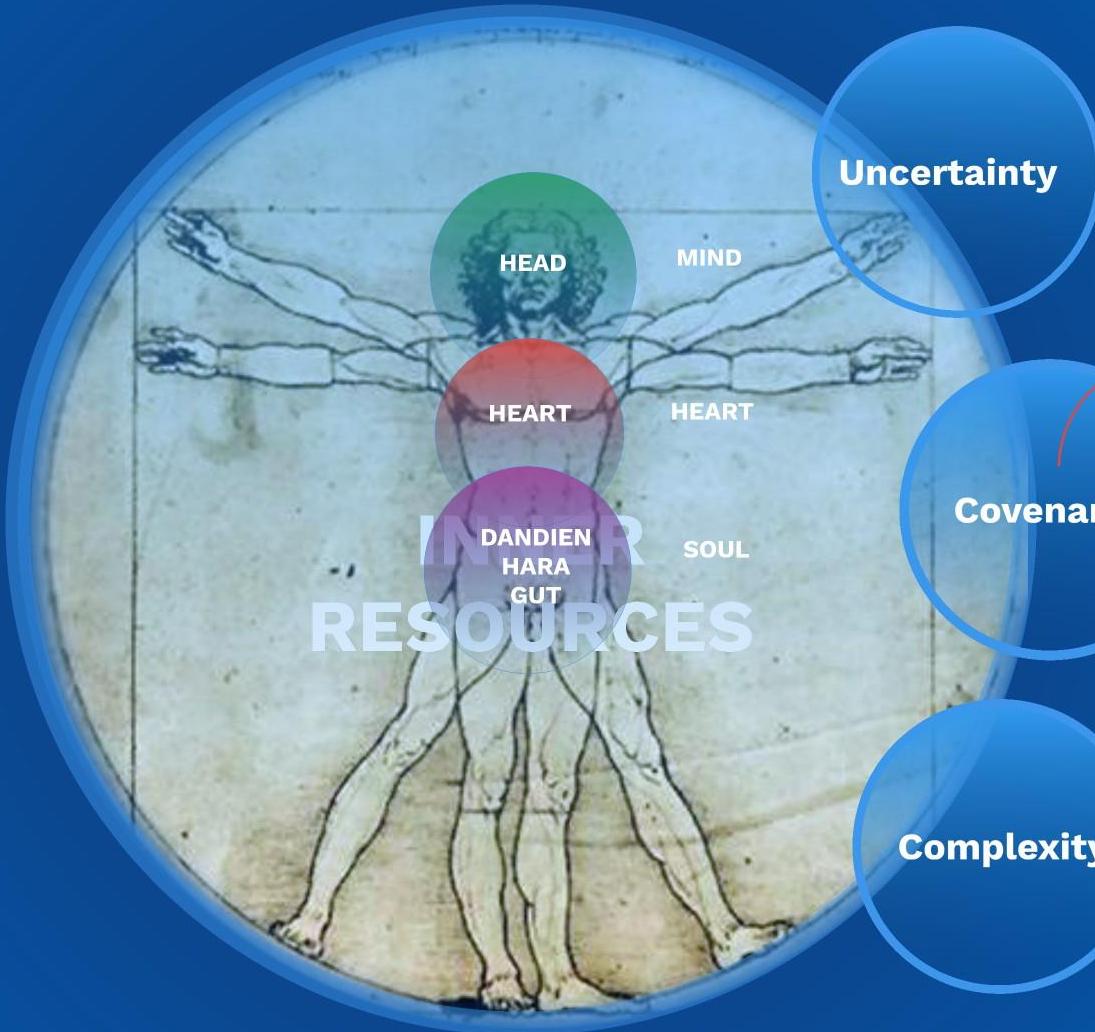


Covenants



Covenants



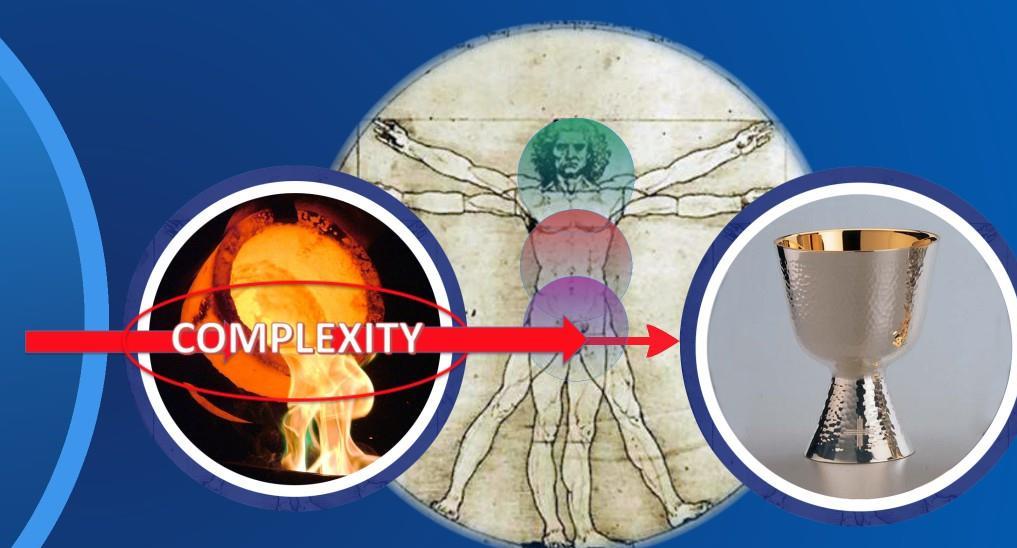


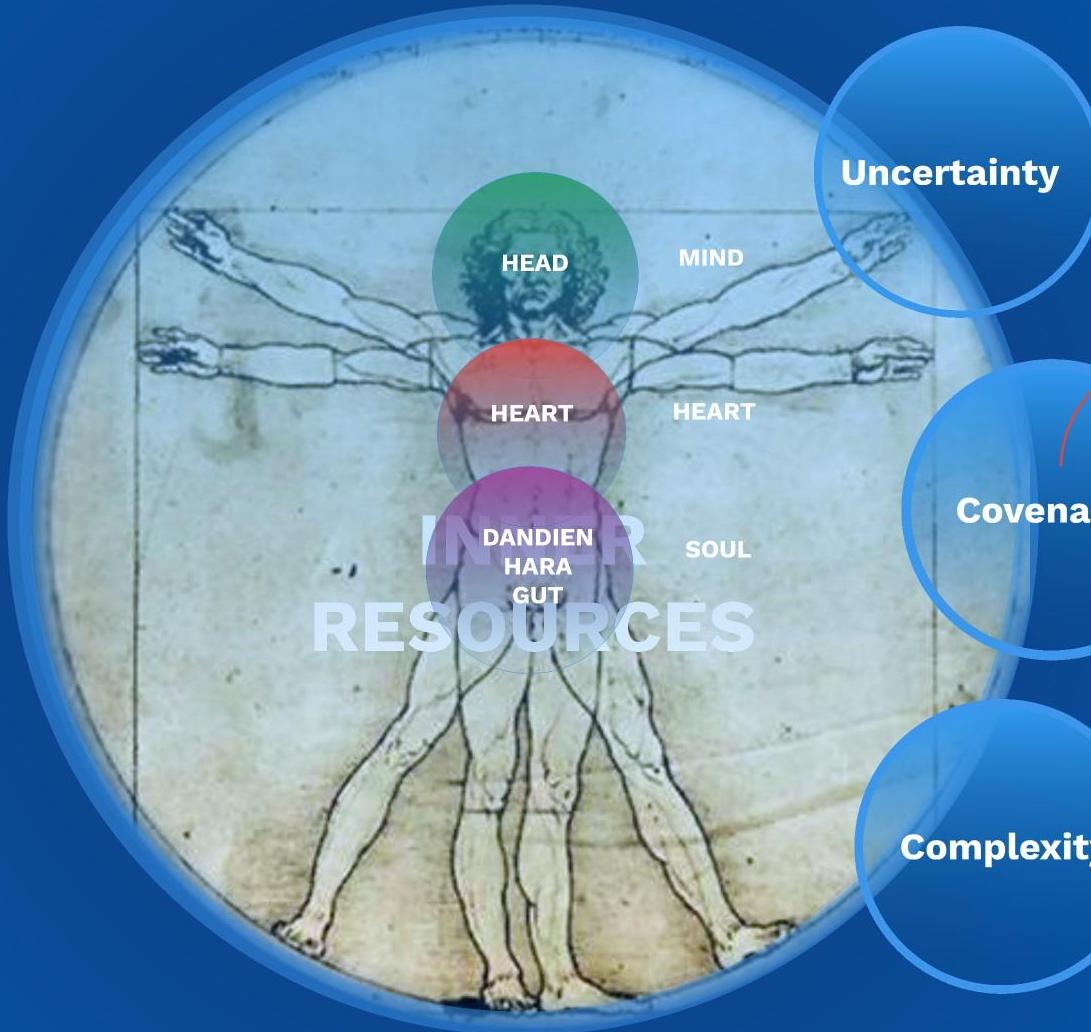
Complexity

COMPLEXITY

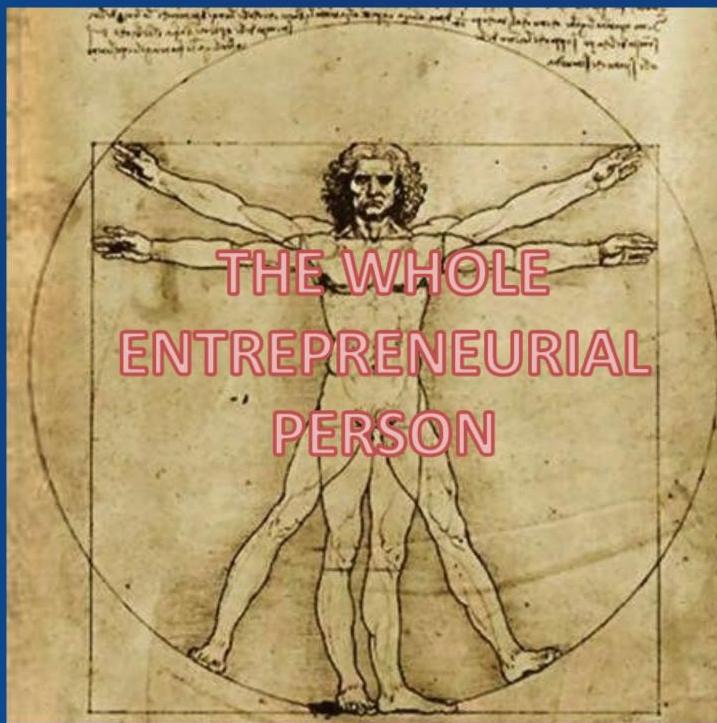
**The Crucible of
Anxiety**

**The Chalice of
Possibility**





THE ANATOMY OF THE LEADER



Inception

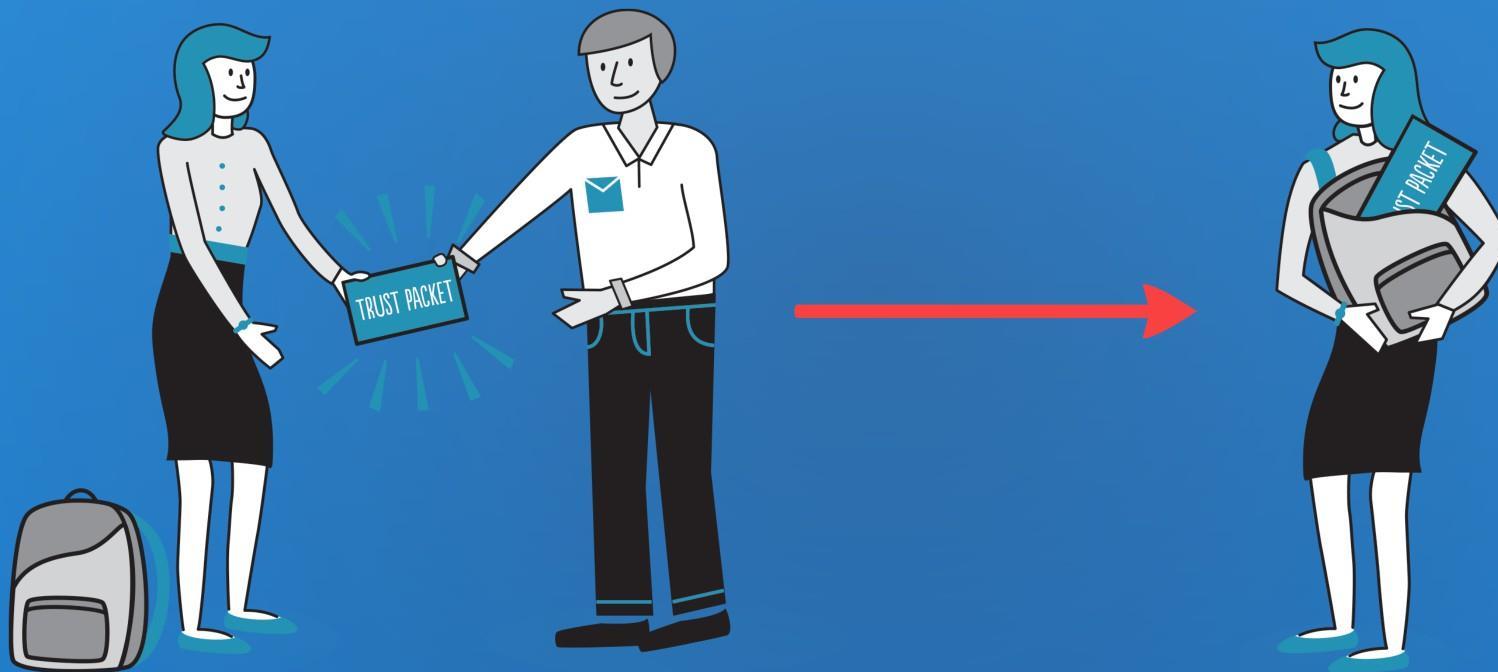


Launch



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