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Higher Order Leadership for Data Science Projects

Herding Cats and Leading Elephants
Higher Order Leadership for Data Science Projects

- Why are Defense and National Security Different?
  - Putting Intuition in Context
- Herding Cats
  - Assign Leadership Roles
    • Gives Ownership, Provides Pride, Fulfillment, Tangible Benefit
  - Show Importance to Each Member
    • People Like to Be Taken Seriously, Feel Sense of Belonging
  - Celebrate Success
    • It Feels Good to Win
  - Start at the Result
    • Let the Goal Drive Your Structure and Processes
- Leading Elephants
  - Manage by Strengths
    • People Like to Be Successful, Fulfilled When Working at Potential
  - Take it to the Next Level
    • Common Desire to Learn, Apply Knowledge
  - Create/Respect Boundaries
    • Don’t Interrupt Genius, Let the Working Dogs Work
  - Don’t Make it Mad
Higher Order Leadership for Data Science in the IC

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Why are Defense and National Security Different?
This is what we expect the team to do.
Simultaneously, this is what’s happening with the stakeholders.
The increasing expectations change the scale of performance and misrepresent success.
There’s also an added factor of increasing micromanagement.
When you put it all together, this is what we get!
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Sources

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Supporting Multiple National Security Clients

**Charlottesville, VA**
Elder Research, Inc.
300 W Main St.
Suite 301
Charlottesville, VA 22903
(434) 973-7673

**Washington, DC**
Elder Research, Inc.
2111 Wilson Boulevard
Suite 700
Arlington, VA 22201
(855) 973-7673

by Alan Biggs