



Book Excerpt

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Rise of The Deo

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SALIENT POINTS

RISE OF THE DEO IDENTIFIES A NEW GENERATION OF LEADERS WHO COMBINE TRAITS WE TYPICALLY THINK OF AS OPPOSITES. THEY ARE ANALYTIC AND CREATIVE, RULE BREAKERS AND SYSTEM THINKERS.

GIUDICE AND IRELAND PROVIDE A SIMPLE, DETAILED PATH TO BECOMING A SUCCESSFUL CREATIVE LEADER. THEIR COLLABORATION IS CERTAIN TO SPARK A NEW GENERATION OF EXECUTIVES WHO LEARN TO LEAD AS DESIGNERS AND DESIGNERS WHO MIGHT MAKE THEIR WAY TO BECOMING THE NEXT DEO.

A NEW KIND OF LEADERS IS EMERGING WHOSE ATTRIBUTES ARE ENERGETICALLY DESCRIBED IN RISE OF THE DEO.... AN INSPIRATIONAL AND ACCESSIBLE CODE-BASE FOR EFFECTIVE LEADERSHIP IN THE 21ST CENTURY.

WE NEED LEADERS DRIVEN BY DREAMS AND DATA. RISE OF THE DEO SHOWS US WHO THESE LEADERS ARE AND HOW WE CAN CREATE MORE OF THEM.

moving target, developing and reviewing the qualities that most contribute to its disadvantages.

3. **Curiosity:** Originality thrives on a steady stream of fresh learning, new connections, and new insight, often prompted by a DEO's curiosity. Her curiosity feeds creativity and fuels problem solving. It uncover opportunities and drive them forward. It's what prompt her to question, to doubt and to investigate.

Workouts to improve your originality

1. **Mash it up:** Make a list of what you love doing and what you hate doing. Cross out the list of what you hate doing and group the things you love doing according to their similarities. Label each group with a term that describes its contents. Now combine two groups that are dissimilar. This should produce a fairly original combination of activities you love. Do them more often.
2. **Mind the gap:** All of us have something we'd love to do but have never learned. Fill that gap, no matter how unrelated it is to what you currently do. In fact, the more unrelated it is, the better.
3. **Give up control:** If you have young children, spend time letting them be in charge-not running the household, but letting them decide what games to play, what rules to follow, and how to win. They're creative geniuses and can teach originality better than adults.
4. **Stand out:** Become known for something highly individual at work. Mathew Carlson, formerly at Hot Studio and now at Facebook, became one of the most prolific "pinner" on Pinterest. By pursuing his interest despite its unusual nature, he gained notoriety not only within his company but also in a much larger networked community.

NEXT

DEOs are not infallible. They are not gods or superheroes with powers to fix every problem. A DEO will have as many flaws as a CEO; their flaws will just be different ones, ones less likely to cause global catastrophes in our connected world. Because DEOs are capable of distributing power and are sensitive to interdependencies, they are unlikely to build centralized systems with domino like alignments that collapse with scant warning. Because DEOs accept the value of data and dreams they're less likely to push an excess of environment damaging freedoms of soul-sagging controls. The problems they will address could fill volumes. They need to find the balance between privacy and transparency between surveillance and security. They need to continue pulling people out of poverty without putting them into a lifestyle that consumes the planet's limited sources of water and food. They need to reverse climate change, eradicate inequality, and end war. These challenges would intimidate any generation of leaders and perhaps, ultimately this generation's

leaders will fail too. But they will try, and in trying they will learn and share. With networks that stretch beyond any previous boundaries-their learning can spread quickly and others can build on their experiments. Networked together, far-flung DEOs can collaborate on an improved version of the future, set in an unpredictable, fast moving, and value-charged world that feels perfectly normal to them.

FURTHER READING ON DESIGN THINKING

1. **Design Thinking for Strategic Innovation**
by Idris Mootee
2. **Chance by Design**
by Tim Brown
3. **The Designful Company**
by Marty Neumeir



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