

BASIC ENGINEERING SERIES AND TOOLS

LEADERSHIP for ENGINEERS

The Magic of Mindset

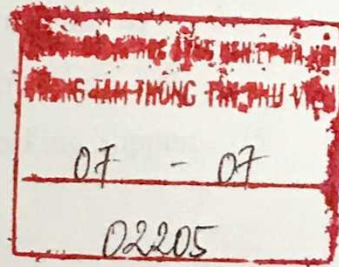
RONALD BENNETT
ELAINE MILLAM

Leadership for Engineers

The Magic of Mindset

Ronald Bennett, PhD

Elaine Millam, EdD



GIFT OF THE ASIA FOUNDATION
NOT FOR RE-SALE

QUÀ TẶNG CỦA QUỸ CHÂU Á
KHÔNG ĐƯỢC BÁN LẠI



LEADERSHIP FOR ENGINEERS: THE MAGIC OF MINDSET

Published by McGraw-Hill, a business unit of The McGraw-Hill Companies, Inc., 1221 Avenue of the Americas, New York, NY 10020. Copyright © 2013 by The McGraw-Hill Companies, Inc. All rights reserved. Printed in the United States of America. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written consent of The McGraw-Hill Companies, Inc., including, but not limited to, in any network or other electronic storage or transmission, or broadcast for distance learning.

Some ancillaries, including electronic and print components, may not be available to customers outside the United States.

This book is printed on acid-free paper.

1 2 3 4 5 6 7 8 9 0 DOC/DOC 1 0 9 8 7 6 5 4 3 2

ISBN 978-0-07-338593-8

MHID 0-07-338593-X

Senior Vice President, Products & Markets: *Kurt L. Strand*

Vice President, General Manager: *Marty Lange*

Vice President, Content Production & Technology Services: *Kimberly Meriwether David*

Editorial Director: *Michael Lange*

Publisher: *Raghothaman Srinivasan*

Executive Editor: *Bill Stenquist*

Marketing Manager: *Curt Reynolds*

Developmental Editor: *Katie Neubauer*

Senior Project Manager: *Lisa A. Bruflo*

Cover Designer: *Studio Montage, St. Louis, MO*

Cover Credit: © *Wayne Calabrese*

Buyer: *Susan K. Culbertson*

Media Project Manager: *Prashanthi Nadipalli*

Compositor: *Laserwords Private Limited*

Typeface: *10.5/12 Times Roman*

Printer: *R.R. Donnelley*

All credits appearing on page or at the end of the book are considered to be an extension of the copyright page.

Library of Congress Cataloging-in-Publication Data

Bennett, Ronald J.

Leadership for engineers : the magic of mindset / Ronald Bennett, Elaine Millam.

p. cm.

Includes bibliographical references and index.

ISBN 978-0-07-338593-8 (alk. paper)—ISBN 0-07-338593-X (alk. paper)

1. Engineering—Vocational guidance. 2. Engineers. 3. Leadership. I. Millam, Elaine. II. Title.

TA157.B46 2012

658.4'09208862—dc23

2012012043

The Internet addresses listed in the text were accurate at the time of publication. The inclusion of a website does not indicate an endorsement by the authors or McGraw-Hill, and McGraw-Hill does not guarantee the accuracy of the information presented at these sites.

BRIEF CONTENTS

Foreword xi

Preface xii

Introduction xvi

PART 1 EXPLODING THE MYTHS

- 1 Myths about Ourselves as Leaders 3
- 2 Myths about Leadership 11
- 3 Organizational Influences 21
- 4 Societal and Family Beliefs 29

PART 2 FINDING YOUR INNER LEADER

- 5 The Truth about You 39
- 6 Assessing Your Leadership Potential 47
- 7 Creating a Vision for What You Want 59
- 8 Growing Your Leader Self: Seeking Support 75

PART 3 MAKING A DIFFERENCE

- 9 Be the Change You Want to See 89
- 10 Action Learning 101
- 11 Drawing Your Roadmap 111
- 12 Relationships Are Key 117

PART 4 WHY THE WORLD NEEDS YOU

- 13 The Call to Leadership 133
- 14 Broadened Perspectives 139

15 Collaboration across Borders 147

16 Sustainable Leadership 155

Conclusions 163

Appendix 165

Bibliography 170

Index 177

DEDICATION

This book is dedicated to my wife, my best friend, Kathryn, for a lifetime of support, encouragement, and inspiration and to our three outstanding children, who lead by making the lives of those around them a joyous experience. The work would also not be possible without thousands of family, friends, and students who have enlightened me throughout my career; the alumni who gave freely of their time and experiences to demonstrate leadership at all levels; and two special mentors, Clint Larson and John Povolny, who throughout their professional careers and personal lives have inspired me and others to liberate their inner leaders.

R. J. BENNETT

I would like to acknowledge and dedicate this book to my husband, Don, who has been a lifelong supporter of my work in leadership development and teaching. I want to further acknowledge all of the many graduate students and business clients who have taught me so much about life, leadership, and how to plunge deeply into their own personal and professional pursuits, realizing dreams they originally felt were out of their reach.

E. R. MILLAM