

21 FOR 21: LEADING THE  
21ST CENTURY GLOBAL  
ENTERPRISE

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# 21 FOR 21: LEADING THE 21ST CENTURY GLOBAL ENTERPRISE

BY

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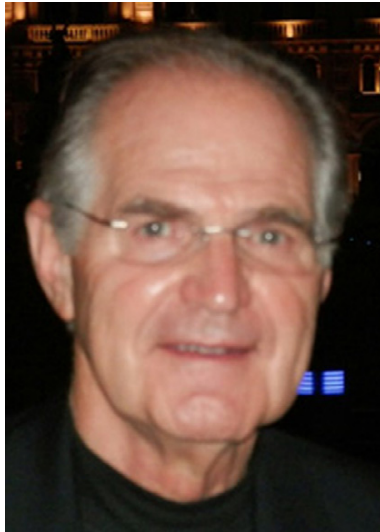
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## ABOUT THE AUTHORS



**Dr. Michael Stankosky** is a Professorial Lecturer in Engineering Management and Systems Engineering at George Washington University. He is an author, scholar, and consultant in the field of Knowledge Management and General Management practices. He has traveled extensively, and has gained significant insights from working in the international arena through his careers in the military, business, and academia.



**Dr. Carolyn R. Baldanza** is a Professional Business and Management Consultant with over 30 years' experience consulting executive-level officials for both private and public industry. She has facilitated and customized numerous sessions on organizational behavior and change, team building, systems thinking, systems engineering, project management, knowledge management, business processes, risk analysis and mitigation, and strategic planning. She is noted for her exceptional leadership ability and results-driven business savvy, analytical ability, effectiveness in creating innovative solutions, and dynamically coaching and energizing consulting teams to successful project completion.

# DEDICATION

Kinnaird Rowe McKee

Admiral, United States Navy

14 August 1929–30 December 2013

Few people have inspired me and impacted my professional and personal life as has Admiral McKee. I was his aide-de-camp and Special Assistant from 1976 to 1978 while he was Superintendent of the US Naval Academy. I was then a Major in the US Marine Corps. Little did I know the indelible mark he leaves on me to this day, as well as on the many men and women who came into contact with him. He had a mind and humanity I have rarely seen in a person of his level of responsibility. He eventually was selected by Congress to succeed Admiral Rickover when the latter left his position as Head of Nuclear Matters for the US Navy and Department of Energy. Such was the caliber of this man. I witnessed his spirit, energy, and brilliance in revising the curriculum; integrating the first-ever class of women into the life of the Academy; revamping the professional methodology for our future officers; and his diplomatic skills in hosting the multitude of VIPs, which included Heads of States. Our nation owes a debt of gratitude to him for his leadership role in creating our future officers, and the safe nuclear capabilities of today. His message on leadership was simple and consistent: personal integrity (do right regardless of the personal

consequences); professional competence; and mental and physical stamina. He was the true master of these, and I am forever indebted to him. He lives on in me, as well as in the many guiding principles in this book.

*ms*

## ACKNOWLEDGMENTS

It would take a book by itself to acknowledge all the people and events in my life who contributed to these guiding principles. I know I run the risk of leaving out so many, but I need to at least acknowledge a few key ones: besides Admiral Kinnaird McKee, to whom this book is dedicated, they are: Dr. J. Robert Beyster (Founder and CEO, SAIC), General “Jack” Dailey (Assistant Commandant of the Marine Corps), Dr. Howard Eisner (Distinguished Research Professor, George Washington University), Major General Ray Franklin (Commander, Marine Corps Research Development and Acquisition Command), General Al Gray (Commandant of the Marine Corps), Dr. Dan Holtshouse (former Director of Strategy, Xerox Corporation), Dr. Thomas Mazzuchi (Department Chair & Professor, Engineering Management & Systems Engineering, George Washington University), and Dr. Sylviane Torpokoff (Professor and President, Global Forum). These exemplary people impacted my thoughts in profound ways. I also need to acknowledge the thousands of students, professionals, colleagues worldwide, and the ordinary people whose paths I crossed while in my professional lives. All my colleagues, students, and authors shared their ideas and experiences without any hesitation, and in so doing, gave me valuable insights into their cultures and own experiences. Of special mention is Carolyn Baldanza, who not only collaborated with me on this book, but also was there for me over 20 years in developing my thoughts and ideas. A special thanks to Charlotte Maiorana, Senior Editor,

and Nick Wolterman, Assistant Editor, Business, Management, Economics, and Finance: both of the Emerald Publishing Group. They made this book possible. Finally, I wish to acknowledge Fortuna and the Muses who gave me both opportunities and inspiration.

I have traveled to over 60 countries, lived in four, and experienced much the world has to offer. I have experienced a life I could never have dreamed of: from work as a teen in the supermarkets, delivering milk and papers, four years in a seminary, service in the Marine Corps, executive participation in two corporations, and many consulting assignments (World Bank, government, non-government agencies, companies, and other universities), all have added invaluable insights and perspectives along the way. For these myriad gifts, I am ever so grateful. My hope is that these people, places, and experiences will continue to live on in this book, and resonate with you.

*ms*

*A clear, simple, and penetrating theory of the business rather than intuition, characterizes the truly successful entrepreneur.*

— Peter F. Drucker (2004)

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## PROLOGUE

The world has changed dramatically in the past decade. Perhaps one can trace this dramatic change back to the beginning implementations of the World Wide Web around 1995. Thomas Friedman characterized these changes well in his book, *The World Is Flat*, when he concluded that countries, organizations, and individuals are collaborating and competing globally in an unprecedented manner: all brought about by all sorts of new software applications, in conjunction with global fiber-optic and satellite networks. Whatever the origins, one thing is indisputable: the world of commerce has dramatically changed, and management research and education has not kept up with its pace. The Schools of Business and Management are recognizing the need to adapt their curriculum to the new realities, but they are still groping with what they should be teaching. There is no one, clear path. They all recognize that globalization is a major determinant, as well as the premise that the knowledge economy is now the dominant strategic resource to get things done. Knowledge is the new “raw” material; innovation becomes the product; and both are fast becoming a scarce commodity in the twenty-first-century economy — the new wealth of nations, companies, and individuals.

Knowledge and innovation are the new wealth of nations, companies, and individuals — and are fast becoming the scarce commodity in the twenty-first century economy.

New theoretical frameworks are needed that can shape the practices, methods, and management structures necessary for successfully navigating and operating in the new economy. Theories are *principles* that are proven over an extended period of time, in

Every organization needs [at least] one core competence: innovation.

Peter F. Drucker (2004)

varying circumstances. They should work in varying cultures and technologies. They provide the confident roadmap for leaders and managers to whom is given the responsibility to navigate their ships through the competing and treacherous waters of competition.

This book is an attempt to tackle this challenge. Twenty-one principles were selected from my over 50 years of varied education, research, and practices. The number is based on the reflection of being in the twenty-first century; this number is not as important as the concepts and experiences that underpin them. I could describe them as a “collection of stories,” with ideas based on research, best practices, and diverse experiences that had consequences. Perhaps it is a bit of arrogance to call them principles, since the definition is that of a “truth” or “general law” on which theories are based (i.e., on relationships that are validated). Yet, I chose to label them as such, and invite scholars and practitioners to refute them, validate them, or replace them with the disciplined research that all principles must undergo. I also use the notation: “21 for 21.” This follows an American

**Principle** (prin'sə-pəl) n. 1.

A basic truth, law, or assumption.

**the•o•ry** (thirē) n. 1.a. a supposition or a system of ideas intended to explain something, especially one based on general principles independent of the thing to be explained.

baseball statistical notation to state how many attempts at hitting the ball were successful (hence, 3 for 3 indicates 100%). While it may be highly improbable to achieve 21 for 21, it is a worthy goal.

Before we approach each principle, I want to make a case for why I believe my education and experiences make me qualified to propose these 21 principles. One has to draw on a fair amount of diversified experiences in order to put ideas together. First, my education spans many of the arts and sciences considered prerequisites for success in the world of commerce today: philosophy, literature, systems thinking and management, software engineering, information management, knowledge management, information security, systems engineering, international relations, education, law, and organizational effectiveness, to name but a few. My experiences included careers in the military, business, and now academia. In the military, my sub-careers and experiences included positions of leadership in air defense operations, research, development, and acquisition, program management and direction, education management, diplomacy, and unique educational opportunities at the Naval Academy, Naval War College, The National War College, and Harvard. As a young officer, I also attended the Defense Systems Management College and completed the senior correspondence course for the Industrial College of the Armed Forces. I spent three years at a major Systems Program Office, working with software and hardware developers, participating in all activities. As a businessman, I had a central and pivotal role in business development at the corporate-level, the arena where the future customers, business opportunities, and technologies are woven together, always searching for the new competitive advantage. My arena was multi-faceted, covering national security, space, ocean, transportation, health care,

and information communication technology sectors. This experience includes business development in the international arena. Finally, my journey is now in the academic arena, 16 years full-time, but over a total of 45, which included part-time and adjunct positions in varied disciplines and universities around the globe. I not only taught in numerous fields, but also have read most of the relevant literature and research, and attended numerous conferences on these topics. My tenure at George Washington University (GW) resulted in researching and establishing the first Master's and Doctorate in Knowledge Management (KM). Over the course of these years, I directed the research of 31 doctoral students and educated thousands in the Master's and Certificate programs. I edited two books in this area, bringing together over 30 distinguished authors in the field; as well as served as Editor for *VINE Journal of Information and Knowledge Management Systems*. I co-founded and co-directed The Institute for Knowledge and Innovation – a joint venture at GW between the Schools of Business and Engineering & Applied Science: establishing a network of over 80 international practitioners and scholars in the field of KM and Innovation. Additionally, I created the 1st international business curriculum for the Systems Management program at the University of Denver in the 1980s, introducing an embryonic discipline to the curriculum. Finally, my three careers have exposed me to many diverse peoples, cultures, life experiences, and opportunities to appreciate the vast riches that only travel and international exposure can provide.

My chief collaborator is Dr. Carolyn Baldanza, whose included biography should give you the confidence that there does exist in this world such a talented and class act. Carolyn is ever aware of the complexities of the new world

order we talked about, and she has the gift to simplify the complex.

So now, let us write.

*Michael Stankosky, D.Sc.*

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# INTRODUCTION — SETTING EXPECTATIONS

So let's get down to how this book is structured. There are 21 chapters; and we've purposely made this introduction with no numerical reference to make it a bit easier to follow. Each chapter contains one principle as noted in the table below. These principles are not prioritized, though some may carry more weight in their consequences. Many of the principles are common sense, wrapped in both theoretical and applicable frameworks.

Many of the principles provide an anecdote, sometimes personal, and a real-world example, along with a question or two to ask yourself and apply to a situation. Keep in mind this book is not to serve as an instructional guide, a step-by-step rule book. Every situation is different; every application is different and context dependent. Instead, think of it as words of action or reflection for leaders and managers in today's global order. Yes, the title of the book calls out "how to lead," but if you're reading this book, then take heart because the bits and pieces can be applicable to all individuals. Whether you're the executive of a multi-billion-dollar corporation, a student, a professor, a parent, a leader or member of an organization, a worker just trying to succeed a

bit in his or her career, the owner of a small local business, or someone who is just trying to make his way through, we all lead at one point in our lives. We even lead ourselves.

Each action you take and each decision you make, remember the impact — not only to you, but to others. We live in and are comprised of systems — big systems, sub-systems, eco-systems, bio-systems, and the list goes on. We are all connected in some way, and influence each other.

Have fun and enjoy the journey!

## THE PRINCIPLES

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- 1 Simplicity: The new competitive advantage
- 2 If it isn't broke, break it!
- 3 Leveraging knowledge is power — not simply sharing it
- 4 Four Cs for the 21st century: codification + collaboration + convergence + coherence = success
- 5 Codify — codify — codify!
- 6 Connect the dots; connect the people
- 7 The gull who flies the highest, sees the furthest — a framework for architecting
- 8 Successful engineering — design it in
- 9 Systems engineering + project management = success
- 10 Successful innovation means commercialization
- 11 Search for best-practices-to-be; otherwise, adopting best practices = mediocrity
- 12 Think outside the box — however, remember you need to implement in it
- 13 Secret of successful negotiations: expand the pie from the outset
- 14 It's not what you know, but who knows you that counts the most

- 15** Best answers are derived from the right questions
  - 16** Bring a solution with every problem
  - 17** Successful knowledge management (KM) = leadership + organization + technology + learning
  - 18** Three circles for success: objective + resources + legitimization
  - 19** Master luck: do not believe in miracles; rely on them
  - 20** Avoid the silver-bullet approach
  - 21** Say what you mean, and mean what you say
-