

Skullduggery

The New Leadership Value-Add



Presented by Martin Winterkorn

Why Skullduggery?

We all share the same goal

**Create great organizations
that create value for
employees, customers,
owners, and society.**

Regulation... taxes... intrusive officials...
inattentive waitstaff... half-competent
subordinates... know-nothing bureaucrats...
mothers and wives who don't get it...
abrasive activists... and on and on...

**With all these challenges,
how can I as a leader make
a difference?**

How can I make a difference?

- ~~Persuasion~~ *takes too long*
- ~~Inspiration~~ *hit or miss*
- ~~Command & control~~ *inefficient, takes all your time*
- Skullduggery *reliable, easy-to-implement, powerful*

Skullduggery is:

Nimbleness

Flexibility

Refusal to accept limits

Unceasing energy

Skullduggery enables you to:

List benefits here

The Big Picture

Two approaches to leadership:

- The upright or “virtuous” approach
I will call this “**Vertical Leadership**”

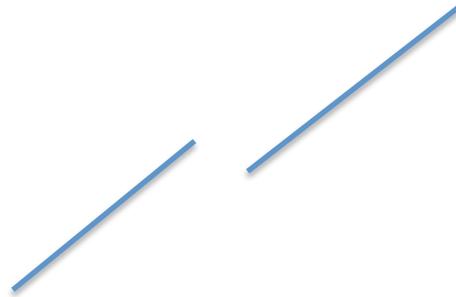


- The nimble or “skullduggerous” approach
I will call this “**Horizontal Leadership**”



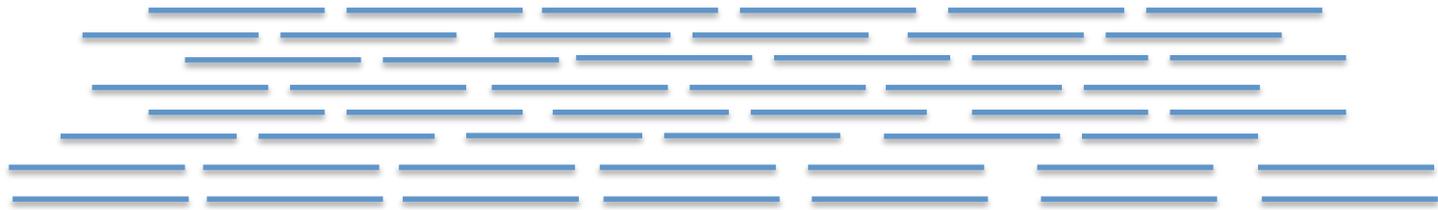


Unstable, rigid, limited reach, stuck in place,
likely to break under shearing force



Reaching, adjustable, transcends obstacles,
capable of shifting and adjusting with new
forces

Try to build an organization, and you see the virtue of the horizontal approach:



Solid, compact, and yet infinitely adjustable

Making It Work

Skullduggery in Practice

Three key aspects

- **Incentives**
- **Hypocrisy**
- **Working with Governments**

Incentives

- You will have to direct the self-interest of employees who naturally absorb the power of skullduggery
 - Complicity and shared legal liability build sense of team and reduce employee turnover
 - Even the most selfish employees have some little bit of humanity—loyalty or gratitude or patriotism. Seize on that and use it

Hypocrisy

Skullduggery is most effective when it is presented as upright behavior. While thinking like a horizontal leader, always speak as a vertical one.

Relentlessly maintain the lie in key arenas:

- **Advertising**
- **Public Relations**
- **Self-presentation**

Government Relations

A historical view: Over the centuries, graft has given capitalism room to grow.

- Three eras:
 - **Monarchy**: The king was the state and the state was the king. Graft was just a matter of reaching an arrangement.
 - **Empire**: Nations spread beyond abilities of central control. Graft at the local level got things done.
 - **Technocracy**: Today, governments seek to control graft through technical solutions.

Government Relations

In the era of technocracy, a horizontal leader will use technology to create the freedom from state control he needs to make his business grow.

This is a leadership imperative. We must save the private sector from the stranglehold of state control.

A Closing (Speculative) Thought

**As the global system evolves,
nation-states will be driven to
desperate means to hold onto
their power.**

**Who will keep government from
ruining growth?**

**The responsibility falls to those
who truly understand
skullduggery.**

Thank You!

Questions?