



Stanford eCorner

Promoting Quality Leaders from Within

Carol Bartz, *Autodesk*

October 24, 2001

Video URL: <http://ecorner.stanford.edu/videos/15/Promoting-Quality-Leaders-from-Within>

How do you seek out and promote quality leaders from within a company? Leaders are often self-selected from peers, Bartz says. One way to identify them is to set up a management meeting and tap into the different groups across the company and note who gets picked to represent the individual groups. Usually, these are your leaders. Because they are easy to work with and are creative, they are sought out as leaders at whatever level they are in. No one wants to work with an asshole, however qualified they may be.



Transcript

It's funny. We have management meetings. We have all kinds of these sort of special meetings that go on for a year. And you always go round and tap the organization, "Well, let's have three from DST and two from here." and whatever. It is amazing how the same people keep getting picked. And you know why they get picked? Not because, "Johnny will lead it or Johnny will do it". It's because they're easy to work with. They're creative. They're already sought out as leaders no matter what level they're at. And pretty soon, you start realizing, there's your promotion candidates, right there.

And lot of times they really are self-selected from their peers. HR, now, is doing a whole bunch of surveys around the company on policies and practices. And I swear to you, these same names keep showing up. And by the way, it was the same way at Sun. It just keep, sort of, come to the top because they have these attributes that the rest want to be around. Let's face it. If you're an asshole, do you think anybody wants to work with you? Seriously. Think about that. Think about that. I don't care if you're a genius.

I don't care if you have a PhD in Mechanical Engineering. We can't put think enough walls around you. So, stop it. It's that simple. It really is. And the contrast of that, of course, it's not just that you're a nice person. But if you get things done. And you're creative. And you're a team player. And you're step-out-there and give a little extra.

And you're smart. You get noticed really easy. And I don't care how big the organization is.