



# Madison Section NEWSLETTER

Volume 6, Number 7

Serving IEEE Members of South Central Wisconsin

October 2003

## **Weather Central**

- Date/Time:** Thursday, October 30, 2003, 11:45 AM - 1:00 PM (Note Date Change!)
- Speaker:** Ben Zimmerman, Weather Central
- Location:** Rocky Rococo's Pizza, 7952 Tree Lane (Madison Beltline Hwy. at Mineral Pt. Rd.), 608.829.1444
- Menu:** Pizza buffet, salad and soft drinks (cost \$10.00, free for student members)
- RSVP:** by October 27th to Tom Yager via email (tyager@ieee.org) or call 608.225.3913



*Non-member guests are always welcome!*

Weather Central has been leading the television weather industry for the past 20 years by creating state-of-the-art weather data and presentation systems that are used by over 250 television stations in the U.S. Weather Central's latest presentation system, :LIVE, combines patented technologies with real-time "render to video" capabilities to create a new style of on air weather presentation in which the talent becomes an integral part of each scene. Ben will explain a few of Weather Central's technologies and discuss their development philosophy in what is sure to become an industry standard in the weather presentation arena.

Ben Zimmerman is a meteorologist and software product manager at Weather Central, Inc. in Madison, WI.

## **American Transmission Company**

- Date/Time:** Thursday, November 20, 2003, 11:45 AM - 1:00 PM
- Speaker:** Don Morrow, Director of Operations, American Transmission Company
- Location:** Rocky Rococo's Pizza, 7952 Tree Lane (Madison Beltline Hwy. at Mineral Pt. Rd.), 608.829.1444
- Menu:** Pizza buffet, salad and soft drinks (cost \$10.00, free for student members)
- RSVP:** by November 17th to Tom Yager via email (tyager@ieee.org) or call 608.225.3913



*Non-member guests are always welcome!*

Donald J. Morrow is the director of system operations. Morrow oversees the day-to-day operation of the high-voltage electric transmission system that serves customers from the Upper Peninsula of Michigan to the Wisconsin-Illinois border. Morrow was previously the senior director of Madison Gas & Electric's Systems Operation Center, responsible for electric system operations and gas distribution monitoring. A registered professional engineer, Morrow graduated with honors from the University of Wisconsin-Madison with a BS degree in electrical engineering. He has served on numerous industry committees affiliated with the Mid-America Interconnected Network, the Mid-Continent Area Power Pool, North American Electric Reliability Council and Wisconsin Reliability Assessment Organization.

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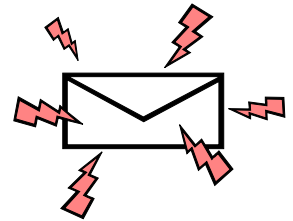
## IEEE Madison Section Elections



Although the IEEE Madison Section Officer Elections will not take place until December, it's time for potential candidates to start thinking about running. Candidate nominations are welcome and encouraged for all positions. The positions include chair, vice-chair, secretary, treasurer, and multiple member-at-large positions. Nominations may be made by telephone or via e-mail to the Chair (278-0377, [rotter@ieee.org](mailto:rotter@ieee.org)).

## Madison Section Mailing List

Some of you may not realize that the IEEE Madison Section has a email mailing list ([madison-section](mailto:madison-section)). This list is very low volume and is only used for meeting announcements and general announcements that may be important to the membership. Only the list moderator is allowed to post messages so you won't receive any advertising or spam. Instructions on how to subscribe may be found on the IEEE Madison Section web site located at <http://www.bugsoft.com/ieee/>. Just look under "Madison Section Mailing List". Basically you just send an email to [majordomo@majordomo.ieee.org](mailto:majordomo@majordomo.ieee.org) with `subscribe madison-section` in the body of the email (the subject is ignored). The list moderator will receive your request, verify your membership, then add you to the list. You will then receive notification that you have been subscribed to the list. This process may take a few days, so be patient.



## Leadership... or Something Like It

by Judy Boggess

Leadership. It's a word you see everywhere and a behavior you wish you saw more of. I recently spoke with a retired school official about leadership, and he offered this: "Leadership fails when people don't do what they are told."

He was confused. Failures of command are a symptom of poor leadership and offer little in the way of improvement. By the time a "leader" shouts, "I don't want the little people to make any decisions!" leadership has been lost, with little hope of return. We all have such anecdotes. At the same time, we're familiar with the sense of accomplishment that accompanies having someone we respect in charge. What do we know about how that works? Or how we can be a part of the covenant that creates both leaders and results?

## UNDERSTANDING

Let's begin with the covenant. A leader understands goals and has the capacity to plan the steps needed to accomplish them. Others' efforts are necessary to complete the individual steps; the terms of engagement begin there. Success requires identifying the correct goal, knowing the steps — including which ones to skip — and having a clear understanding of the human dimension that will ultimately carry out those steps.

Let's consider that human aspect of the covenant more carefully. Compliance isn't necessarily indicative of success in this realm, although it may represent movement in the right direction. Eliciting the best performances from those who are needed to accomplish the goal is the real reason for the covenant.

When workers put forth their best efforts, what can leaders offer in return? Good faith, respect, commensurate rewards and a chance to do it again are the best compensation a leader can offer and represent the backbone of success.

## IMAGE AND INSPIRATION

Leadership also involves image and the ability to inspire. In another day's informal survey about leadership, my 16-year-old son offered me a gem. I asked him to give me an example of a leader. His response was quick: "MacGyver." I was mystified. He rolled his eyes and explained that MacGyver was a TV detective who could escape from seemingly impossible situations with boundless ingenuity and resourcefulness. I was still mystified. Then he added, "He got the crooks and made a mullet look good." So, by my son's definition, a leader succeeds by getting the job done despite unpleasant circumstances — and looking good regardless of hairstyle.

## REMEMBER THE OBVIOUS

Know your customer. This pointer may seem obvious, but think back. Were there times when you ignored or took for granted a person or organization, and it came back to haunt you later? Leaders know and care for their core customers, because they recognize that the impression they make on a customer today will dictate the tone of their relationship with that customer in the future. Leaders also know to be mindful of both paying and non-paying customers, as both are critical to the success of plans and aspirations. In many settings, the non-paying customer is a boss, a senior leader or an adviser. Remember that their faith in leadership efforts and their investment in reputation value cannot be underestimated.

## WHAT MAKES A LEADER? WHAT BREAKS ONE?

Does expertise make a leader? To answer this, let me share one of the best of the worst examples of leadership that played out during my career of watching newly designated executives: the "manager" who shamelessly listed her 15-year-old, irrelevant research papers to some 300 perplexed line managers and workers from another field of endeavor altogether. To say the least, most present were less than impressed.

We shouldn't assume that an executive title and expertise — however related or unrelated — will inspire support and best efforts. The expertise that counts most is the ability to bring out the best in others. My favorite leader never asked for details, never scolded



## Fall 2003 Telecommunications Short Courses

### ■ Planning and Implementing Point-to-Point Microwave Systems

October 7–9, 2003 in Madison, WI

### ■ Provisioning ADSL: from DSLAM to Doorstep

October 20–22, 2003 in Madison, WI

### ■ DSL Networking for Telco Technicians and Engineers

October 22–24, 2003 in Madison, WI

### ■ Fundamentals of Cellular and PCS Wireless Communications

October 29–31, 2003 in Madison, WI

### ■ DC Power System Design for Telecommunications

November 19–21, 2003 in Madison, WI

For further information...

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and never behaved in an offhand or high-handed way. In meetings, we reported that we were doing our best — and then left with the internal conviction that we would up the ante before the next meeting.

## FREE ADVICE CAN BE COSTLY

Bad advice is a leadership killer. Promoting the resident empathy may seem like a good idea, but rewarding those who trade in the weaknesses of others will ultimately cause more harm than good. Be wary, too, of those who offer advice out of context. Even if they offer keen insights gleaned from prior experience, your lack of confidence will be apparent and it's likely that the advice won't be applicable in the new context.

Here are four sure paths to being a poor leader — even if "expert" or "executive" is in your title. To stay on course, avoid:

- Diverging from the mission
- Persecuting the "little" people
- Gouging your core customers
- Resting on the laurels of non-relevance

Listen to the siren song.

*Judy Boggess is a Visiting Fellow at the Department of Design and Environmental Analysis at Cornell University in Ithaca, N.Y.*

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