

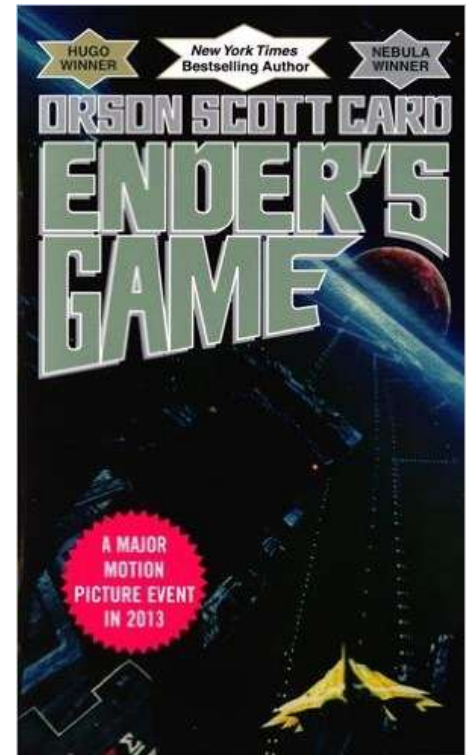
7 Leadership Secrets from Ender Wiggin

(Ender's Game by Orson Scott Card)

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- [Ender's Game](#) [movie], copyright 2013 Summit Entertainment
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Ground Rules

- **These are tricks and tips that worked for me, but might not be right for everyone or every situation. Please consult a coach or physician to find a program that is best for you.**
- **The views and opinions expressed in this presentation are the sole responsibility of Hans Eckman.**
- **No animals were harmed during the creation of this presentation. Please support your local pet rescue groups.**



Management vs Leadership

➤ Management:

- “Getting the right things done on time”
– Dusty Rhoades
- HR and/or financial responsibility
- “Boss” usually means bad manager

➤ Leadership:

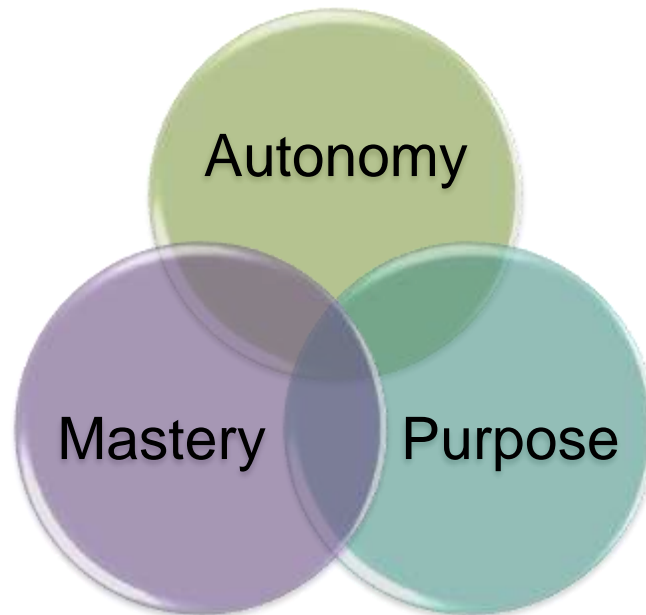
- Set the vision and goals
- Communicate constraints
- Decide how to achieve goals
- Align teams to goal and help clear obstacles



Why Should I Care About Being a Leader?

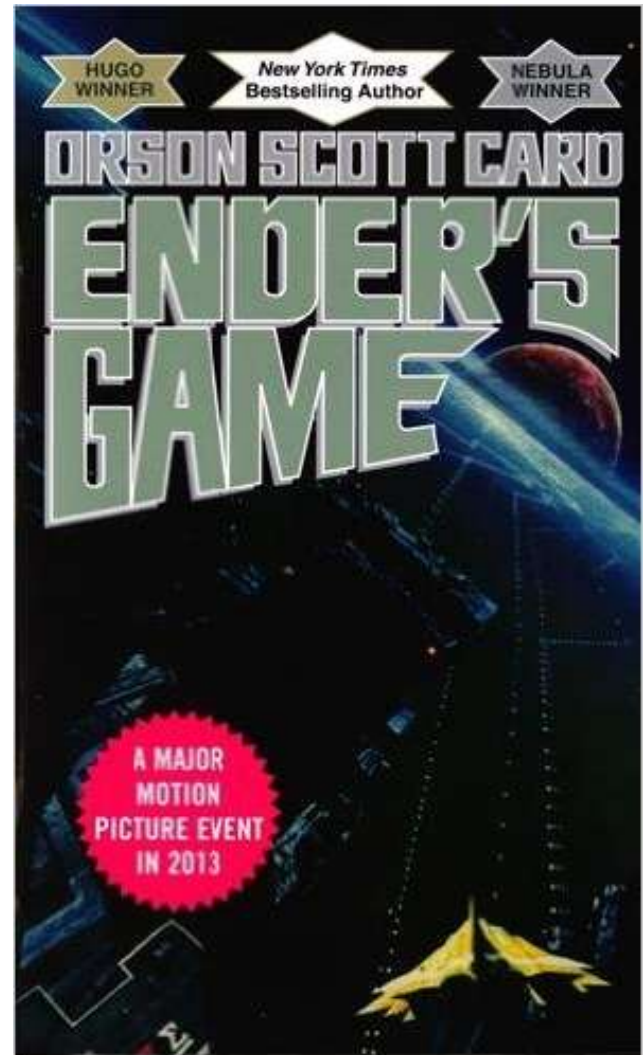
- **More opportunities and career control**
- **Never ending growth challenge**
- **Increased compensation**

- **Drive: The Surprising Truth About What Motivates Us**
by Daniel H. Pink
http://www.ted.com/talks/dan_pink_on_motivation?language=en

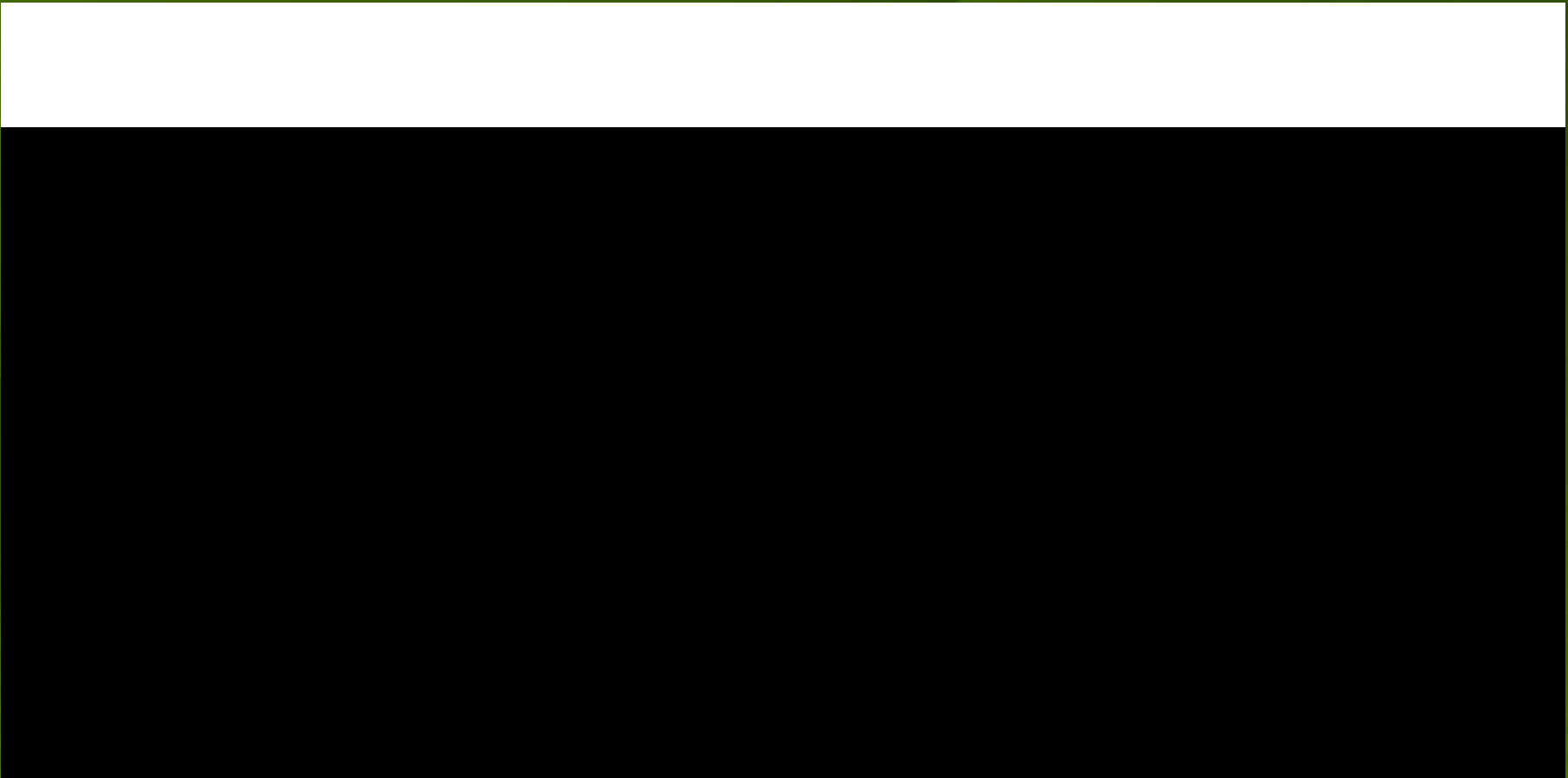


Mastering Leadership by Ender Wiggin

- **The Enemy's Gate is Down**
- **Learn Local Patterns and Customs**
- **Know Your Team - Socrates**
- **Trust Your Team Leads**
- **Use Guerrilla Tactics, not Formations**
- **Proactive Leadership beats Reactionary Tactics**
- **Don't Over Utilize Your "A Team"**



Ender's Game – Movie Preview



<https://youtu.be/X5ev-nOWJH8>

Ender's Game – A Little Background

- **Earth is threatened by an extraterrestrial invasion of Buggers. There have been two previous Bigger wars, and Earth is preparing for a third war that could happen any time.**
- **Best a brightest children at age 7 taken to Battle School to learn how to become the next generation of soldiers.**
- **The story follows Andrew “Ender” Wiggin who is believed to be our last hope to lead our armies in the next Bigger war.**
- **Students start as launchies, then move into small armies to compete in games in the Battle Room.**
- **At Command School, Ender and his toon leaders use a simulation game to control fighter groups in mock battles.**



http://ansible.wikia.com/wiki/Battle_Room#The_Battle_Room

1. The Enemy's Gate is Down

From Ender's Game:

- In null gravity, orientation is what you choose.
- Travelling “under” stars was a problem for soldiers who kept the orientation of gravity in the hall.
- It's easier to “fall” toward your target.



<http://conceptartworld.com/?p=28623>

1. The Enemy's Gate is Down

Lesson:

- Shift your perspective so that your goal is always clearly in front of you. Your past perspective can trap you.

Applied:

- Restate the goal at every meeting.
- Use the goal to challenge suggestions: “Will that help us achieve X goal?”
- Identify where past perspectives are hindering progress.



<http://conceptartworld.com/?p=28623>

2. Learn Local Patterns and Customs

From Ender's Game:

- Use of uniforms and rigid procedures to promote conformity.
- Use of bed assignments to show status
- Slang language patterns to break from structured environment



[http://ansible.wikia.com/wiki/Ender's_Game_\(Movie\)](http://ansible.wikia.com/wiki/Ender's_Game_(Movie))

2. Learn Local Patterns and Customs

Lesson:

- Take time to learn “Tribal Knowledge” and use when appropriate.

Applied:

- All in a name: FRD vs BRD/SRS example
- Define when you will follow the pattern (buy in), or deliberately break the pattern (stimulate new thinking)
- Use stories to imply group membership



[http://ansible.wikia.com/wiki/Ender's_Game_\(Movie\)](http://ansible.wikia.com/wiki/Ender's_Game_(Movie))

3. Know Your Team - Socrates

From Ender's Game:

- Dragon Army was all untrained launchies
- Sorted members by skill level, developed tiered training, and used peer mentoring
- Identified soldiers with unique skills and creates special teams and roles



<http://www.realstylenetwork.com/celebrities/2013/11/enders-game-is-a-thought-provoking-ride/>

3. Know Your Team - Socrates

Lesson:

- Create an environment where everyone contributes to the end goal.

Applied:

- What would success look like?
How would people behave?
- Make it personal; look beyond roles
- Lead by example, always



<http://www.realstylenetwork.com/celebrities/2013/11/enders-game-is-a-thought-provoking-ride/>

4. Trust Your Team Leads

From Ender's Game:

- Traditional teams followed instructions of commander
- Ender created 5 (vs 4 traditional) toons with half toons, and one special operations unit; 11 possible autonomous units
- Ender structured simulator battles by blending group coordination with localized decisions



<http://www.screeninsults.com/enders-game.php>

4. Trust Your Team Leads

Lesson:

- Think globally, act locally.

Applied:

- Constantly realign group focus, teams, and priorities based on changing conditions
- Use team leads to execute plans in each area
- Create a cross-functional team to evaluate work and find innovative solutions



<http://www.screeninsults.com/enders-game.php>

5. Formations vs Guerrilla Tactics

From Ender's Game:

- Traditional armies couldn't adapt to Ender's 5/10 independent units making command decisions
- Against the Buggers, Ender created a hybrid approach taking the best of one "hive" mind with localized decisions
- Formations work best when facing overwhelming odds



<http://collider.com/enders-game-review/>

5. Formations vs Guerrilla Tactics

Lesson:

- Too much structure limits performance and adaptability.

Applied:

- Teams must have enough structure to remain aligned to a common goal
- Structure can help overcome external chaos
- Repeat what works, try new things



<http://collider.com/enders-game-review/>

6. Reactionary vs Proactive Leadership

From Ender's Game:

- Ender saw that traditional training produced predictable armies that could be easily defeated
- Other toon leaders directed all action, which prevent team leads from saving lost battles
- Simulator groups: Alai vs Bean



<http://collider.com/enders-game-review/>

6. Reactionary vs Proactive Leadership

Lesson:

- Don't build a team with processes for every problem, rather build a team that will adapt and overcome.

Applied:

- Do you prioritize your day from your inbox?
- Start every meeting with the meeting outcome
- Try mental role playing prior to conflict encounters



<http://collider.com/enders-game-review/>

7. Over Utilizing Your “A Team”

From Ender’s Game:

- Other toon leaders were slow to develop new members
- Petra and the nearly lost battle
- Rotating squad leaders during Buggie battles



http://ender.wikia.com/wiki/Petra_Arkanian

7. Over Utilizing Your “A Team”

Lesson:

- Sometimes the best person for the task isn't the best person for the task.

Applied:

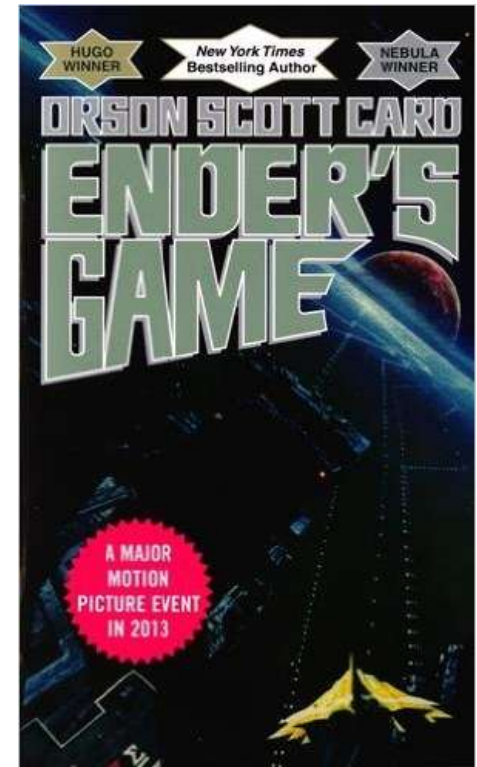
- Individual “star” contributors throttle work and can reduce team productivity (5 Dysfunctions of a Team)
- Promote delegation of lower tasks and encourage mentoring
- The best leaders are master delegators



http://ender.wikia.com/wiki/Petra_Arkanian

Mastering Leadership by Ender Wiggin (written by Orson Scott Card)

- **The Enemy's Gate is Down**
 - Keep the team focus on a common goal
- **Learn Local Patterns and Customs**
 - Match for alignment, disrupt for change
- **Know Your Team - Socrates**
 - Match for alignment, disrupt for change
- **Trust Your Team Leads**
 - Empower decisions at the lowest level
- **Use Guerrilla Tactics, not Formations**
 - Break work into smaller sprints.
Use structure to protect against external chaos.
- **Proactive Leadership beats Reactionary Tactics**
 - Build teams that adapt easily to change
- **Don't Over Utilize Your "A Team"**
 - Watch for burnout, develop future talent



Stay Connected – Stay Flexible – Lead On

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http://wallpaperswide.com/enders_game_2013_sci_fi_movie-wallpapers.html

Mastering Leadership by Ender Wiggin



8. Bonus – The Loneliness of Leadership

From Ender's Game:

- Ender discovers he isn't part of social group anymore
- His team keeps expecting Ender to find a way to win, but he has no one to turn to for support
- Ender is no longer part of the team gossip and play



<http://blog.acton.org/archives/62058-enders-game-and-neo-malthusianism.html>

8. Bonus – The Loneliness of Leadership

Lesson:

- Teams must bond outside of their leadership.

Applied:

- Give your teams time to trash talk and complain
- Limit your social time with your teams
- A leader is just outside the friend zone



<http://blog.acton.org/archives/62058-enders-game-and-neo-malthusianism.html>