

## Leadership From Below

©Trond Arne Undheim, Ph.D, 2008, 228 pages. ISBN 978-0-557-00759-2

Download: \$9.99 Hardcover Print: \$34.95

London, November/December 2008.

## Media Kit

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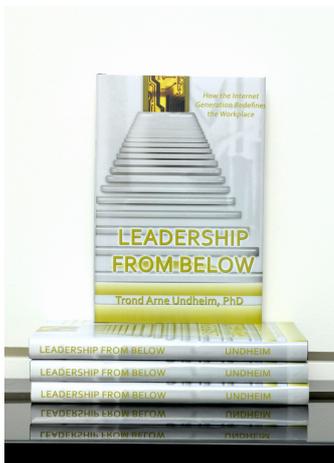
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<http://www.leadershipfrombelow.com>

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## 1. What Makes Leadership From Below Unique?



Leadership From Below explains how the workplace is being changed by ideas from Asia, Scandinavia, and the socially networked Internet. All managers — but especially the growing group of de facto managers — will take away usable leadership skills. The author's two-year-old daughter, to whom the book is dedicated, embodies leadership from below with her 5 principles: Be persistent, Build an unbreakable bond, Make your way the natural way, Push your point, but move on, and See yourself as an equal.

Leadership From Below is, in fact, an anti-management book. While not implying that powerful leaders cannot practice bottom-up leadership, Leadership From Below introduces the idea that all leaders should have a peer-to-peer approach. You can never be sure to be the leader. The group will always make up their own mind about that. You may go into the situation thinking you have a good chance of influencing others. But if you don't, you cannot blame your weak negotiating position. Positions are created and re-created. They need to be sustained. The Internet generation of leaders embodies this trend.

## 2. Author Biography: Who is Trond Arne Undheim, Ph.D?



Trond Arne Undheim is a leader, entrepreneur, speaker, and academic. His vision and insight has stimulated change across sectors and in society. He speaks six languages, has co-founded several start-ups including a think tank and his own consulting firm, and is passionate about islands. He obtained his Ph.D. (2002) in Technology Studies and Sociology from the Norwegian University of Science and Technology, and lives in London. He runs several discussion groups on leadership and best practice and is an avid leadership blogger. Trond speaks on business leadership, motivation and teamwork, technology, leadership, and IT and online business.

In his day job, Trond Arne Undheim is the Director of Standards Strategy and Policy in Europe, the Middle East and Africa (the EMEA region) for Oracle Corporation, the world's largest enterprise software company. His job is to influence top government officials, providing thought leadership on technology. He writes the weekly blog Trond's Opening Standard, chairs the Standardization Interest Group, is a Board Member at the not-for-profit trade association Open Forum Europe, and participates in the CEN/ISSS European e-Business Interoperability Forum (eBIF).

Dr. Undheim was a National Expert on eGovernment at the European Commission, where he created and lead their good practice exchange initiative (epractice.eu) which is widely regarded as highly successful with 15000 member, 700 percent growth, 1000 good practice cases (€ 1 bn in project implementation), participants from 46 countries, online communities with hundreds of members and monthly workshops. Epractice.eu was just renewed for three years (€10 mn). His job at epractice.eu taught him how to enact change with power from below within a multinational bureaucracy. Needless to say, he had to overcome a few barriers in order to do so.

Trond was the Project Manager on software policy at the Norwegian Board of Technology changing national priorities, and a Visiting Fellow at UC Berkeley in California, doing research on venture capitalists. He has co-founded a party independent think tank (liblab.no) and a consulting firm, with clients varying from start-ups to regional governments. He has published dozens of policy and academic articles in international peer reviewed publications. Dr. Undheim is an expert on science and technology, best practice exchange, leadership, the global workplace and entrepreneurship.

Dr. Undheim is the founding Editor of the European Journal of ePractice, reaching thousands of decision makers in public and private sector across the world. Trond

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obtained his Ph.D. (2002) in Technology Studies and Sociology from the Norwegian University of Science and Technology. Leadership from below is his first book. The book has high social relevance because it allows new groups of people and professionals to consider themselves leaders.

LinkedIn biography: <http://www.linkedin.com/in/undheim>

Corporate blog, Trond's Opening Standard: <http://blogs.oracle.com/trond/>

European Journal of ePractice: <http://www.epractice.eu/journal>

Facebook discussion group: <http://groups.to/leadershipfrombelow>

Published articles: <http://www.leadershipfrombelow.com/read.html>

Speeches: <http://www.slideshare.net/trondau/slideshows>

**Trond's mission statement:** **Challenge, Build, Entertain**

### Trond's specialties:

standards, management, branding, product development, sales, foresight, business problem solving, public speaking, networking, open source, benchmarking, analysis, impact measurement, social science, writing, publishing, evaluation, e-Government, knowledge management, Internet strategy, and social change.

Trond's keynote addresses and speeches have impressed policy makers, Members of Parliament, IT professionals, communication executives, bureaucrats, MBA students, as well as university staff in Europe, the United States and Asia:

American-Hellenic Chamber of Commerce  
International Communication Association  
Management Events (Co. UK Ltd. & GmbH)  
Norwegian Assoc. of Communication Professionals  
Politech Institute  
Slovenian Presidency of the EU  
TMAB Business Events

European Commission  
OECD  
NTNU  
Norwegian Parliament  
Salzburg Seminar  
Terrapinn Events  
University of Ulster

*"Excellent refreshing ideas", "Entrancing", "Different perspective on leadership", "Refreshing"*  
– Feedback from StrategyPark Central Government 2008, United Kingdom.

*"We were fascinated by your speech and your personality, too. In fact, you were the best speaker at the event."*

– Sindy Yang, Project Manager, Management Events GmbH, Austria.

*"Your address was extremely rewarding, and it had a decisive effect on our conference participants and assisted in meeting the aim of our conference – to examine the key factors for the development of a technology enabled government"*

– Alexandros Lamnidis, Executive Director, American-Hellenic Chamber of Commerce, Greece.

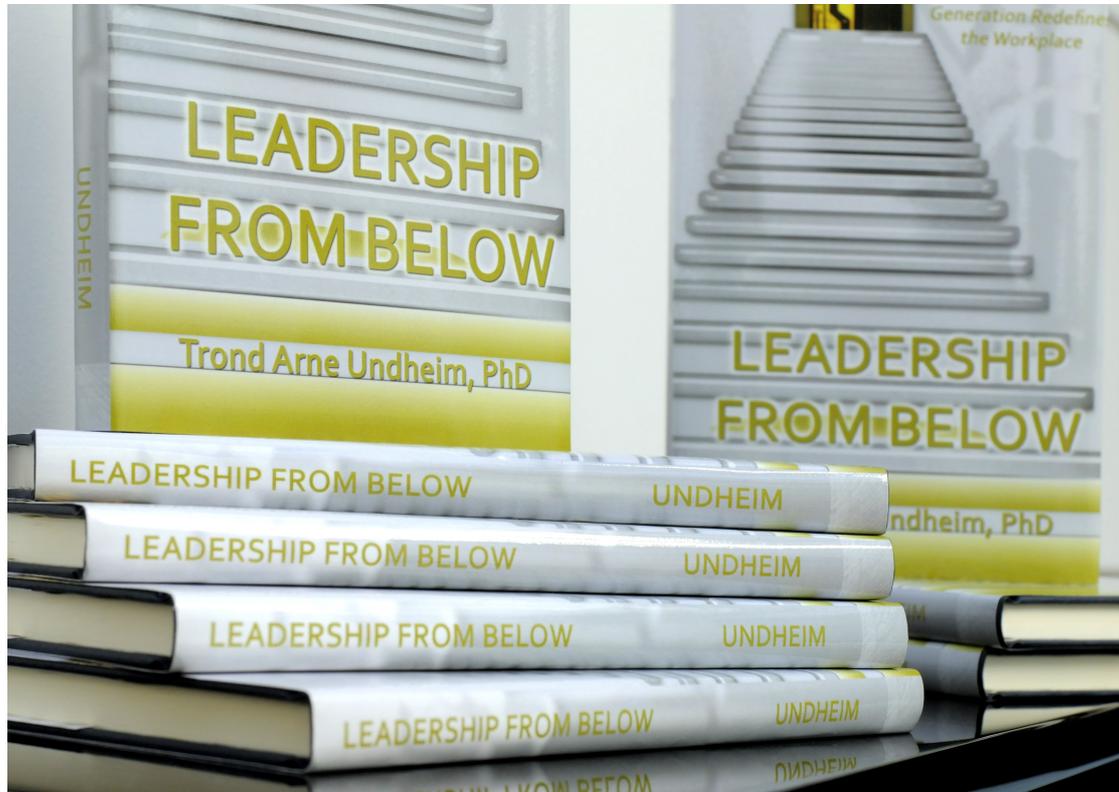
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### 3. Book Information

Title:	Leadership From Below: How the Internet Generation Redefines Leadership.
Author(s):	Trond Arne Undheim
Publisher:	Lulu Press, Morrisville, NC, USA. Contact: Gail Jordan at +1-919-447-3290, gjordan@lulu.com. Us/Canada: +1-919-447-3290 Europe: 00-44-208-834-1633. Website: Lulu.com.
Distributor:	Lulu.com (fortcoming, December 2008 on Amazon.com).
ISBN:	978-0-557-00759-2.
Number of Pages:	232.
Photographs:	No.
Size:	6" x 9", jacket-hardcover binding, cream interior paper (50# weight), black and white interior ink, white exterior paper (100# weight), full-color exterior ink.
Bar Coded:	Yes.
Price:	Download: \$9.99. Hardcover Print: \$34.95.



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### 4. Quotes from Leadership From Below

*"If nomads float on the top, they lose influence. Their managers, meanwhile, struggle to hold teams, projects and companies together"*

Chapter 1: Finding Your Place of Impact, page 11.

*"Chance encounters are a crucial part of innovation"*

Chapter 2: Tapping into Power From Below, page 19.

*"Let me tell you the secret that has lead me to my goal: my strength lies solely in my tenacity"*

Louis Pasteur, quoted in Chapter 2, page 21.

*"You gain access if you have something to say and something desirable to offer"*

Chapter 4: Getting Access, page 39.

*"All relationships of people to each other rest, as a matter of course, upon the precondition that they know something about each other"*

Georg Simmel, quoted in Chapter 5: Performing in Front of People, page 55.

*"A man is well educated when he knows where to find what he doesn't know"*

Georg Simmel, quoted in chapter 5: Performing in Front of People, page 59.

*"Find your own work style, know when to isolate yourself and when to be social, when to listen and when to present your ideas".*

Chapter 7: Mastering Mobility, page 75.

*"There is always, at any given time, a maximum ideal distance between co-workers"*

Chapter 7: Mastering Mobility, page 79.

*"The five basic senses – hearing, sight, smell, taste, and touch – are still far too advanced to be successfully transmitted by today's technology."*

Chapter 8: Taking Charge of Your Senses, page 85.

*"Leadership is innate, but many have forgotten how to do it"*

Chapter 9: Leading By Intuition, page 99.

*"People are interested in the person who is interested in them"*

Dale Carnegie, quoted in Chapter 9: Leading by Intuition, page 107.

*"The paperless office may never appear"*

Chapter 10: Control Your Environment, page 119.

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*"Free internet may be marginalized and may eventually disappear as quickly as it appeared"*

Chapter 12: Online Skills – Making Technology Your Own, page 141.

*"The advantage of slides is clarity, brevity, and communicability across contexts"*

Chapter 13: Really Being Heard, page 152.

*"Slides can never fully convey context, meaning or process"*

Chapter 13: Really Being Heard, page 152.

*"Knowledge workers need praise. Set them free. Constrain no one, and you will be successful"*

Chapter 14: Developing Presence, page 170.

*"Programming is a social practice. Management always fights a battle for programmers' loyalty – which always lies with the code"*

Chapter 16: "No Meetings, please", page 199.

## 5. Frequently Asked Questions (FAQs)

### **Why did you write this book?**

I developed my notion of leadership from below as a counterweight to traditional top-down leadership. Usually, leaders tell people what to do based on a position of authority within a hierarchical structure. A non-hierarchical, bottom-up leadership perspective is far from unique. However, I developed my own view, and my strategy on teaching skills directly to the Internet generation instead of through CEOs is unique. The book is based on my fieldwork in the US, Norway and Italy, on eclectic reading, on my experience from starting up businesses, from founding a think tank, from a multinational bureaucracy, and from having opinions about a great many things in fields where I at the outset had no reason to be particularly authoritative.

However, another influence was my year in the Norwegian Army. I recall being bossed around. I didn't like it. Not that the Military was not all bad: I loved it when I got my NAIS medal for marksmanship. My colonel once brought me to his office to say that my attitude was fine if I was a general, but not fine for a private. He then said he recognized the attitude – he had been the same way. Then he scolded me for being as dumb as him (sic). His advice was to just do what people told me to do. To fit in. To accept decisions that were wrong because it was the right thing to do. I guess my book, Leadership from below, is my revenge.

In short, for the good part of my youth I have been an opinionated bastard. However, I have always been an ideas-to-action kind of guy. Mere speculation and endless research was never enough. This is probably why I needed a break from university (I have spent time in a few, such as NTNU, the University of Naples Federico II, University of Liege, and UC Berkeley). Life as a researcher was too monotonous. I wanted more. I wanted to make an impact. Leadership from below starts there – with the wish to make an impact.

### **Who is your intended audience?**

The first audience is all those young ones who comprise the Internet generation. To me, this is a wide term, and it could really be anybody with an Internet mindset, regardless of age. Moreover, to me, the most interesting kind of leader is the accidental leader. Why see innovation from the manager or CEO's perspective – people who already are in a position to lead? Rather, my perspective is bottom-up. Why wait to become a leader – just do it! People who take responsibility in fact may be more efficient leaders than those who are put in charge. So, I want to reach people everywhere who feel they are ripe for leadership and need just that little bit of guidance to take charge, whether at work, in not-for-profit organizations or anywhere leadership seems to be needed. Leadership is an attitude, not a position.

I do not advocate destroying others' leadership role, or questioning authority for its own sake. Rather, I find that the most salient way to approach any challenge is

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simply getting things done. So, you could say – I have written a leadership book for non-leaders. If that sounds too weird, I might add, all managers must be aware of this stuff, otherwise they will not last another decade.

### **How does this book benefit the reader?**

The reader will walk away with tangible skills like: How to lead without being the leader, How to adapt quickly to change, How to thrive on diversity, How to be a trendsetter in technology, and How to be on top but still have a life. I do not think that work should take over your life. So, you need to be extremely efficient. You also need to know the shortcuts.

Each chapter looks at specific strategies to find your place of impact:

- Tap into power from below (use peer-to-peer, Ki, and equity)
- Master mobility (know when to travel and when to work from home)
- Take charge of your senses (lead by intuition)

Really being heard requires knowing how drum up support using all means – objects, people, and technologies. What I offer is a shortcut to leadership.

### **Why publish with Lulu press?**



Lulu.com is the premier marketplace for digital content on the Internet, and a highly regarded Web 2.0 company. I believe Lulu is changing the world of publishing by enabling creators to publish their work themselves with complete editorial and copyright control. By the way, my manuscript was never sent to any other publisher or agent. For a variety of reasons, I chose to publish directly with Lulu. Ok, I will reveal the story: it so happens that I was forbidden to publish while at the European Commission. I was changing employers at the time, but did not know how Oracle Corporation, my new employer, would react to me bringing a book in the first week (it turns out they are quite supportive of my writing, in fact, I am writing on a new book proposal as we speak). In any case, my manuscript was only seen by my eminent copy editor Amanda Fazzone, my wife, and my friend Doug McLellan, all people I highly recommend as advisors. The challenge with this new kind of publishing experience is that you really need all the skills yourself – or you need to pay for them. I am thinking of copy editing, book formatting, cover art, distribution, marketing and sales, none of which should be underestimated in terms of the time, energy and investment they require if you want to succeed.

### **What is leadership from below?**

Leadership From Below is a management perspective built on contemporary trends like peer-to-peer, community, energy, and psychological balance. Leadership From Below explains how the workplace is being changed by ideas from Asia, Scandinavia, and the socially networked Internet. Reading the book will build your leadership skills whether you are a CEO or an office assistant. The difference is attitude, not position. For example, if you assume you should be heard, you will not be afraid to speak up. Oftentimes, whoever says something sets the agenda. Most

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of the time, silence speaks a whole lot, too: for it says you agree. Make sure know when to speak and when to be silent. This is just one example of leadership from below.

### **What did your daughter teach you about leadership?**

I have a two-year old daughter to whom I dedicated Leadership From Below. I believe she embodies the principle. She has absolutely no formal power. She is clearly a small thing who has a lot to learn about life. One would think she lacked the size, experience, or economic resources to pursue great things. On the other hand, I have discovered that she very often gets her way. Why is that? I believe there are five reasons, which I have explained further in a blog post: <http://leadershipfrombelow.wordpress.com/2008/10/13/five-things-my-daughter-taught-me-about-leadership/>

The five things she does, which I recommend to all leaders are: be persistent, build an unbreakable bond, make your way the natural way, push your point but move on, and see yourself as an equal.

### **What do obscure terms like Ki or energy flow have to do with leadership?**

The term Ki, and even talking about “energy” in this way may sound a bit New Age. However, Ki is a tried and tested principle across the continent of Asia, and recognized by everyday people, as well as doctors, martial arts practitioners, and philosophers. Recognizing Ki means being more aware of the energy flows that surround us, which make you energetic, alert, and powerfully present if you pay attention to it. Ki deeply resonates across cultures and is similar to what westerners call intuition. So, it is not that obscure. Surely you cannot discount intuition?

### **You say that Scandinavia is a model for leadership. Is that always so?**

Well, the society has been constructed so as to favor the integration of people with all their projects, not only their work lives. This means the context for leadership is ideal, because the parameters are right. Leaders should respect life more than work, people more than deadlines. Leaders should rely on peers to step in when individuals fail. This is the social welfare model of leadership. However, there are lots of bad leaders in Scandinavia as there are elsewhere. It is also important to remember that examples are not perfect. You can learn something from imperfect people – otherwise you would never learn at all – except from yourself, maybe...

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### 6. Endorsements

*"I normally do not care much for management books. This one is different. This is not a book for wannabe executives, although they might benefit too. Rather, it is a book containing real strategies for real people, based on a philosophy of leadership and a way of thinking that at first seems so obvious, yet at the same time remains so elusive to most of us. It may not teach you how to become a millionaire in six months. It may however genuinely help you become a more effective you."*

Espen Moe, Ph.D, Author of Governance, Growth and Global Leadership, Ashgate, 2007.

*"The book inspires me as a manager and developer of clean energy technologies. I am reminded of the impact of supporting the entrepreneurs who are about to break through. By the light-hearted tone, and fascinating examples, such as about the importance of handshakes and driving distance to investors in Silicon Valley, the author creates an enjoyable read."*

Øystein Asphjell, Business Development Manager, Scatec.no.

*"Leadership from Below presents an important set of skills and concepts that anyone can use to maximize his or her potential influence and impact in an organization. Great for business, but applies just as well to academia, government, professional organizations, etc. Trond Undheim shares anecdotes to illustrate his points, and adds a review of key lessons at the end of each chapter, making the reading quite accessible. I also loved the chapter on speed-reading – a truly important, and yet often overlooked, skill in the Information Age!"*

Barbara Larson, MBA, doctoral student at Harvard School of Business

*"Undheim is an innovative and provocative thinker. His punchy style brings to life how the Internet redefines relationships, an argument most talk about but few have fleshed out as effectively as Leadership from Below. The author gives voice to a new, emerging type of leader and its multi-sector perspective makes the book a "must read" for knowledge workers in any sector and beyond. It is an inspiring read at an historical time: when we are all looking with hope at the new solutions that leaders from below will bring to our troubled global world"*

Professor, Milan State University and Managing Partner of Tech4iz Limited

Carol Cosgrove-Sachs, Professor, College of Europe, Florence (promised)

Andrew Pinder, former CIO and e-envoy, UK government (promised)

Jeremy Low, Director, Bank of Canada (promised)

Julian Herbstein, Partner, BFD, formerly with Soros Capital, New York, USA (promised)

Julia Glidden, Director, 21c consultancy, London, UK (promised)

Graham Taylor, CEO, Openforum Europe, Brussels, Belgium (promised)

Freek Van Kreveld, National Expert e-government, European Commission (promised)

Professor emeritus Michael Blakemore, University of Durham (promised)

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### 7. Promotion

#### Traditional Media (interviews, reviews, article placement)

The Atlantic Monthly (ongoing)

Dagbladet (ongoing)

Fast Company (planned)

Universitetsavisa (ongoing)

The Guardian (planned)

New York Times Syndicate (planned)

SAS Norge-magasinet (ongoing)

Other in-flight magazines (scoping)

Businessweek.com interview (scoping)

ABC Morning show, New Haven, CT, USA (promised – spring 2009)

NPR/Tech Nation <http://www.technation.com> (scoping)

Leadership Excellence (planned)

#### Columnists

Malcolm Gladwell, The New Yorker (contacted)

David Brooks, New York Times (contacted)

Tim Ferris (to be contacted)

#### Speaker tour/book events/speeches

Speech at StrategyPark Central Government, UK, 4 November 2008

Booklaunch at Norwegian University of Science and Tech (alma mater), Trondheim, Norway, 19 December 2008

Events circuit in Europe (UK, Scandinavia)

Speaker bureaus (scoping)

Waterstone's Bookstore Hampstead, London, UK (scoping), fall 2008

Borders Marlborough, MA, spring 2009

Abelia, NHO, Oslo, Norway, February 2009

Outreach to speaker bureaus in Europe, the US and the UK

Outreach to conference/event planners

#### Bulk purchases

Fortune 500 companies (via publicist)

#### Press releases

PRWeb release (release (1) planned for mid-November 2008)

Prweb.com (release (2) planned for mid-November 2008)

PrLeap.com (release (3) planned for mid-November 2008)

Pr.com (release (3) planned for mid-November 2008)

Free-press-release.com (release (3) planned for mid-November 2008)

Prlog.org

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24-7pressrelease.com

### Book reviews

Booklist, American Library Association (submitted)

USABookNews.com (submitted)

Midwest Book Review (submitted)

INDEPENDENT PUBLISHER ONLINE (submitted)

Library Journal (submitted)

The Boston Book Review (submitted)

Boston Review (submitted)

Foreword Magazine (submitted)

The Truth about Books (ongoing)

### Other review copies: see endorsements in above section

#### Business schools

BI Sandvika, Oslo, Norway

BI Trondheim, Norway

Norges Handelshøyskole, Bergen, Norway

Cass Business School, London (to do)

INSEAD, Fountainbleu, France

Sloan School of Management, MIT, Boston, MA, USA (to do)

Harvard School of Business (to do)

### Online media

#### Blogs

Tom Peters blog, Dispatches from the New World of Work:

<http://www.tompeters.com/> (ongoing)

Miki Saxon blog (ongoing): <http://www.leadershipturn.com/>

Top Amazon reviewers (on hold until book is listed on Amazon.com)

#### e-newsletters

ePractice.eu Newsletter Interview (planned)

Global Knowledge Partnership Newsletter (planned):

<http://www.globalknowledgepartnership.org>

#### Online distribution

Lulu.com book distribution: <http://lulu.com/content/3925976>

Amazon.com (forthcoming late December 2008)

#### Interactive features

Book website: [www.leadershipfrombelow.com](http://www.leadershipfrombelow.com)

Leadership blog: <http://leadershipfrombelow.wordpress.com/>

Facebook discussion group: <http://groups.to/leadershipfrombelow>

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### Speaking

Slideshare profile: [www.slideshare.net/trondau](http://www.slideshare.net/trondau)

Speaker bureau listing (tbd)

### Online expert profile

LinkedIn: <http://www.linkedin.com/in/undheim>

Plaxo: <http://trondau.myplaxo.com>

Facebook: <http://profile.to/trondau>

### Blogger outreach (ongoing):

*Cultivate relationships with influential bloggers*

Miki Saxon <http://www.leadershipturn.com/>

Seth Godin <http://www.sethgodin.com>

Steve Farber's Extreme Leadership: <http://www.stevefarber.com>

Managementcraft: <http://www.managementcraft.typepad.com/>

Featured in Michel Bauwens's Blog and P2P Foundation initiative:

<http://p2pfoundation.ning.com/profiles/blog/show?id=2003008:BlogPost:7033>

(26.10.08).

Featured in Marian Rui Slettebakken's blog:

<http://marianslettebakken.blogspot.com/2008/10/om-ledelse-penhet-og-hierarkiets-fall.html>

(14.10.08).

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### 8. Interview Topics

Here are some topics to consider when interviewing Trond Arne Undheim, PhD, or when writing a story involving him and/or his recent book, Leadership From Below:

- Leadership From Below (concept, leadership style, trends, examples)
- The Internet Generation (concept, impact of, trends, examples)
- Current affairs (credit crisis, political situation, cultural issues)
- Contemporary Trends in Leadership (nomadic workplace, bottom-up leadership, work and technology)
- The Future of the Internet (web 2.0, social networks, Information society)
- Emerging leaders (how to guide for emerging leaders, advice, trends)
- Think tanks (how to create them, role in society, impact)

### 9. Lists, Quizzes, Glossaries, Questions

These lists can be used as part of media coverage or feature stories where Trond Arne Undheim and his book Leadership From Below are explicitly mentioned.

#### Questions:

Are you part of the Internet Generation?

Are you a leader?

Do you believe in change?

Do you want work-life balance?

Are you a trendsetter?

#### How to Be a Better Leader With Only Minor Changes

-Change your attitude, not your position.

-Change yourself. Do not attempt to change others.

-Change lifestyle first, not work style.

#### Leadership from Below in 4 x 4 Lessons

The power principle of learning to lead from below – look beyond the hierarchy.

*Lesson # 1:* Be present where knowledge is found, products are made, and markets are shaped. Re-shape those surroundings and make the most out of every situation.

Look around you and do what successful peers do.

*Lesson # 2:* Leaders without formal authority need thought, persuasiveness, and a good pitch. With these you can master any situation

*Lesson # 3:* Keep learning key skills, such as speed reading, and practice daily the six important modes: glancing, skimming, searching, experiencing, reflecting, and memorizing. Never again will you be overwhelmed by document piles or strategy papers.

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*Lesson # 4:* You get maximum access to people, networks, and trends when you alternate between the journalistic, therapeutic, and investigative mindsets.

Leadership is built through relationships.

*Lesson # 5:* Leaders who successfully navigate the spectrum of professional situations have a powerful impact also beyond the organization they work for.

*Lesson # 6:* Leaders work well in teams, taking on key roles where they see fit.

Successful leaders match the challenges before them by being task-focused and aware of team dynamics, evolving from "me" to "we."

*Lesson # 7:* Distance always matters. By all means, find your own working style and move around. But always be where it matters the most.

*Lesson # 8:* Leaders must build awareness of sight, hearing, taste, touch, Ki, intuition, and proximity in order to make full use of sense perception.

*Lesson # 9:* Successful leaders combine Eastern life principles and Western management principles. Charismatic leaders have a strong presence, are aware of how energy flows through human encounters. Energy (ki) is they key to health, intuition, as well as innovation.

*Lesson # 10:* Identify empowering objects and put them to work for you. Decide where you need to be, and spend time in the locations that matter the most to you. Make objects your own.

*Lesson # 11:* Be aware of the worker's collective. Keep a healthy work-life balance. Work for egalitarian companies. Deal with diversity by exposing yourself to difference.

*Lesson # 12:* Choose a few knowledge technologies – such as online communities, email, and a PDA – and ignore the rest. Master them, go beyond their intended scope.

*Lesson # 13:* Master presentation skills first; then master content. Use slides wisely and sparsely. Perform; do not read your speech. Rehearse – and get feedback on your performance -- beforehand.

*Lesson # 14:* Be present in the situation, activate your community, and stay grounded.

*Lesson # 15:* Governments operate with hierarchies in place but allow networks to co-exist, trying to strike a balance. Respect and play their game. Find policy windows and wait for the right moment to strike.

*Lesson # 16:* Being in a state of flow is to concentrate so that nothing else matters. Let flow be a part of your workday. Have empathy with other work styles. Take pride in your own ideas. Strive to be recognized for what you do.

### Sample quiz

1.Which is more relevant to the emerging leader – position or attitude? *Answer: Attitude.*

2.What is a policy window? Is it a) a window of opportunity, b) a window in a government building, or c) an insulated window? *Answer: a.*

## Leadership From Below

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3. What is Leadership From Below? A) a management perspective, b) an alternative to Christianity, c) a figure of speech. *Answer: a.*
4. Which of these words mean "enhanced by technology"? a) globalization, b) cyborg, c) man robot? *Answer: b.*
5. Why should you learn speed reading? A) to learn faster, b) to learn more, c) to have more spare time. *Answer: all of the above.*
6. What's better: authority, charisma, or team skills? *Answer: Team skills.*
7. What makes a leader successful? A) money, b) power, c) networks. *Answer: networks.*
8. When are slides better than voice alone? A) never, b) sometimes, c) when you have a large audience. *Answer: Sometimes, depending on context.*
9. Which is the 7th leadership sense? A) hearing, b) proximity, or c) intuition? *Answer: b.*

### 7 Reasons why the Credit Crisis Calls for Leadership From Below

How did this happen? What now for leadership? Surely, we should not look for it among our leaders? Right, leadership is now gradually shifting:

1. From the blame game to the trust game.
2. From trust in the market to trust in people
3. From power to responsibility
4. From top-down to bottom-up power
5. From networking to Zen
6. From clubs to the piazza
7. From positions to attitude

For the full story, see <http://leadershipfrombelow.wordpress.com/2008/10/24/7-reasons-why-the-credit-crisis-calls-for-leadership-from-below/>

### Selected glossary terms (from pages 207-2010):

*Social capital:* people, skills, and networks.

*Symbolic capital:* degrees, affiliation, brand, and reputation.

*Cyborgs:* People who are enhanced by technology.

*Globalization:* An increased flow of people, ideas and technologies across borders.

*Internet Generation:* All those born from 1970 onwards. In extension, the term applies to anybody with an Internet mindset, regardless of age.

*Ki:* Awareness of the energy flows that surround us, which make you energetic, alert, and powerfully present if you pay attention to it. Ki deeply resounds across cultures and is similar to what westerners call intuition.

*Leadership from below (LFB):* A management perspective whose premise is built on peer-to-peer principles, community, and social, physical and psychological balance and eastern principles of energy. LFB is based on transparent and widely communicated values.

*Management:* A discipline based on achieving results based on clever use of hierarchy, command, accountability, knowledge and control – technique.

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*Placemaking:* When we take in the impressions around us and make them our own. In business, we can use this to our advantage when we negotiate, speak and present.

*Significant others:* The people who mean the most to you, defining your identity.

*Weak ties:* People who you know of, who know many people whom you do not.

## 10. Facts

### Workplace stats:

In 2009 there will be 850 million mobile workers globally. Source: IDC.

### Diversity stats:

There are currently 192 member states of the United Nations. Source: CIA Factbook.

There are 265 entities (nations, dependent areas etc.) Source: CIA Factbook.

There are at least 6912 known living languages. Source: Ethnologue.com

### Scandinavia stats:

Scandinavian countries were the first to experiment with workplace democracy. Source: Academic research from the University of Oslo.

Every year, IKEA prints about 160 million copies of their catalogue. Source: IKEA.

### Author stats:

Trond Arne Undheim is 35 years old and was born in Trondheim, Norway.

- At 26 he started his own consultancy.
- At 29 he got his PhD.
- He has work experience from all sectors, public, private and NGO.
- He has lived around the world, in Norway, Belgium, Italy, the UK and the US.

He is married to Tina Choi, a Wellesley, Harvard and Oxford educated Korean-American woman with whom he has two kids.

### Internet stats:

The Internet is used by more than 1 billion people. Source: Internetworldstats.com

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### 10. Press Releases

#### 1) The Internet Redefines Leadership, says author of Leadership From Below

**London, 7 November 2008:** Globetrotter Trond Arne Undheim, Ph.D, has discovered that in the Internet age, you do not have to be a leader to lead. While researching his book Leadership from Below in places such as Silicon Valley, Scandinavia and Asia, he found that the Internet generation completely redefines leadership in the global workplace. Much of the management literature misses this point by still addressing CEOs instead of knowledge workers, he argues.

Leadership From Below is a management perspective built on peer-to-peer, community, energy, and psychological balance. It explains how the workplace is being changed by ideas from Asia, Scandinavia, and the socially networked Internet. Espen Moe, Ph.D, Author of Governance, Growth and Global Leadership, comments: *"This is a book containing real strategies for real people. It may help you become a more effective you"*.

Undheim, who has a Ph.D on Internet in the workplace, says a whole new skill-set is needed: *"Leaders without formal authority need tech savvy, listening skills, social antennas, and a good pitch. With these you can master any situation. The Internet Generation, all those born from 1970s onwards, or who embrace the Internet mentality fit this picture. They are seldom afraid to speak up. They also know when to be silent"*, the London-based author and speaker explains: *"I would argue that Internet era leaders don't really lead. Instead, they enable leadership from their followers. Leadership from below is about attitude, not position"*.

The 232-page book was initially published web 2.0-style in early 2008, revised in November 2008 (ISBN 978-0-557-00759-2). It is now available at Lulu.com both as a download (\$9.99) and in hardcover print (\$34.95) and will be available with Amazon.com by late December 2008. The book is already being turned into an interactive blog and a facebook group. The paperback version, which subsequently will be trade published, will include updates and examples from readers from around the world. Publishers are welcome to bid for national rights on first come-first serve basis.

To book Trond as a speaker, you may contact Trond Arne Undheim, Ph.D. directly at [trond@leadershipfrombelow.com](mailto:trond@leadershipfrombelow.com) or phone +44.207.816.7952 (GMT). For all other inquiries please contact US based publicist Joanne Choi, [jo@leadershipfrombelow.com](mailto:jo@leadershipfrombelow.com)

**About Trond Arne Undheim:** Trond Arne Undheim is a leader, entrepreneur, speaker, and academic whose multi-sector vision and insight has stimulated change across sectors. He speaks six languages, has co-founded several start-ups including a think tank and his own consulting firm, and is passionate about islands. He obtained his Ph.D. (2002) in Technology Studies and Sociology from the Norwegian University of Science and Technology, and lives in London. He runs discussions on leadership and best practice and is an avid leadership blogger. During daytime, he is a director at a Fortune 500 company.

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