



THE GOOD, THE BAD, AND THE UGLY

Three Faces of Research Leadership



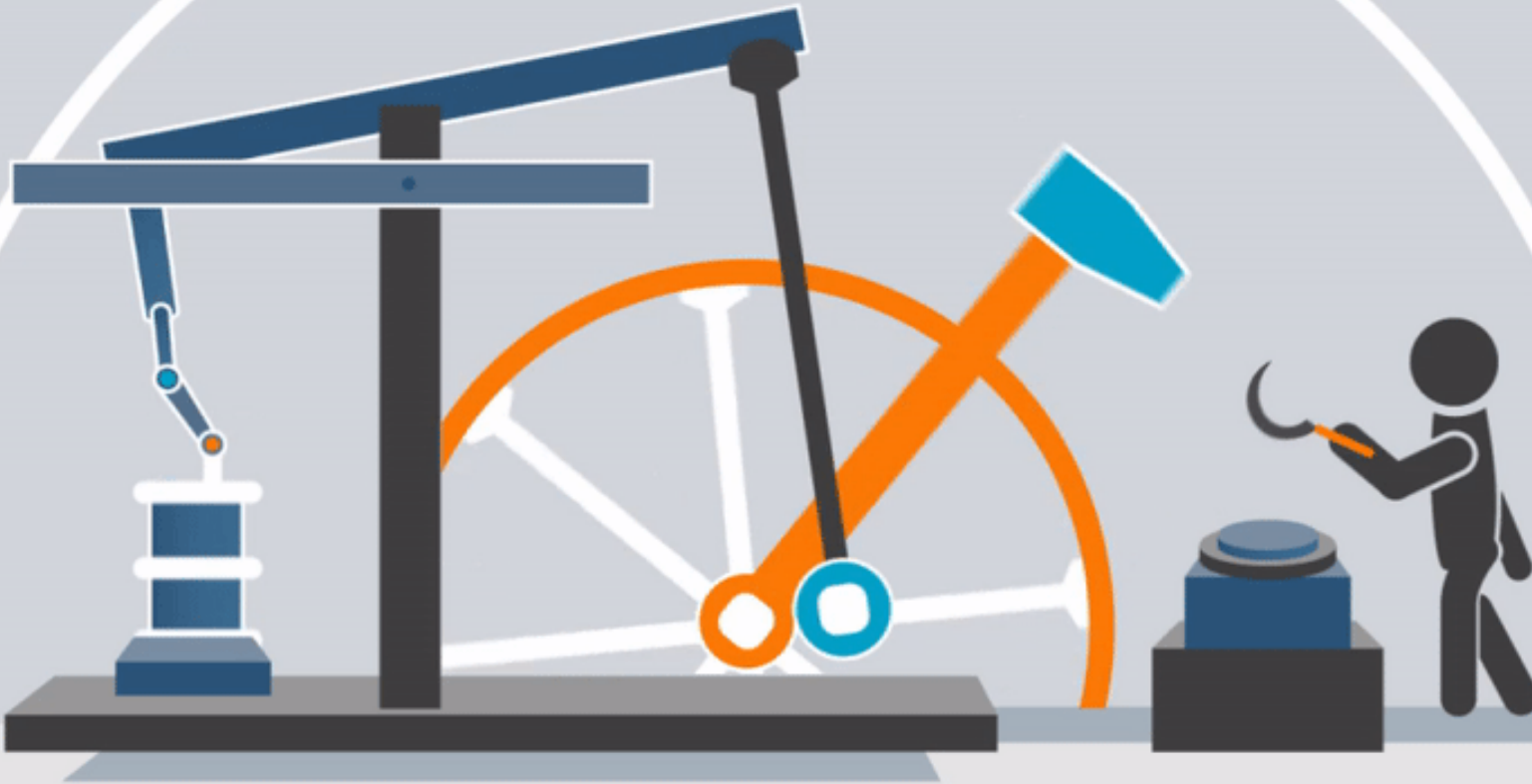
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Industrie 1.0



- **HUMAN SIDE**

Workforce

- **FOCUS**

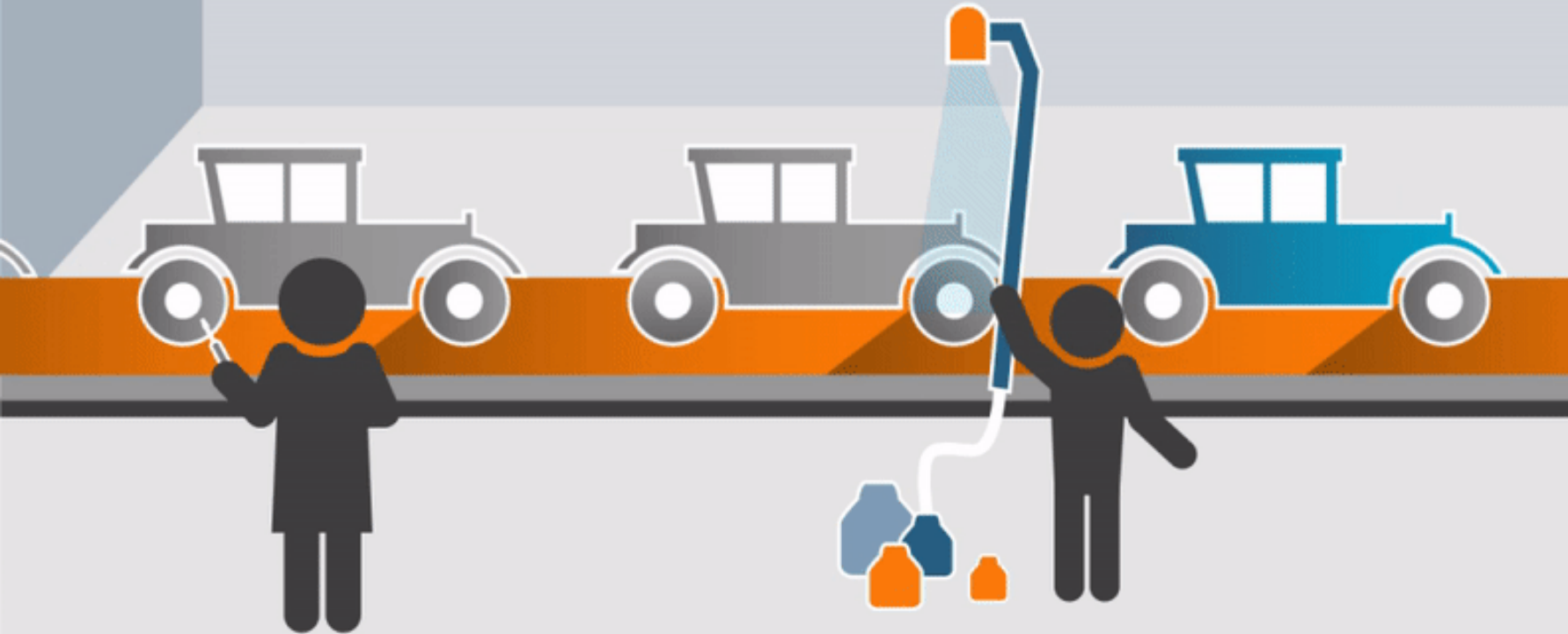
Boss

- **DRIVE**

Profit



Industrie 2.0



- **HUMAN SIDE**

Personnel

- **FOCUS**

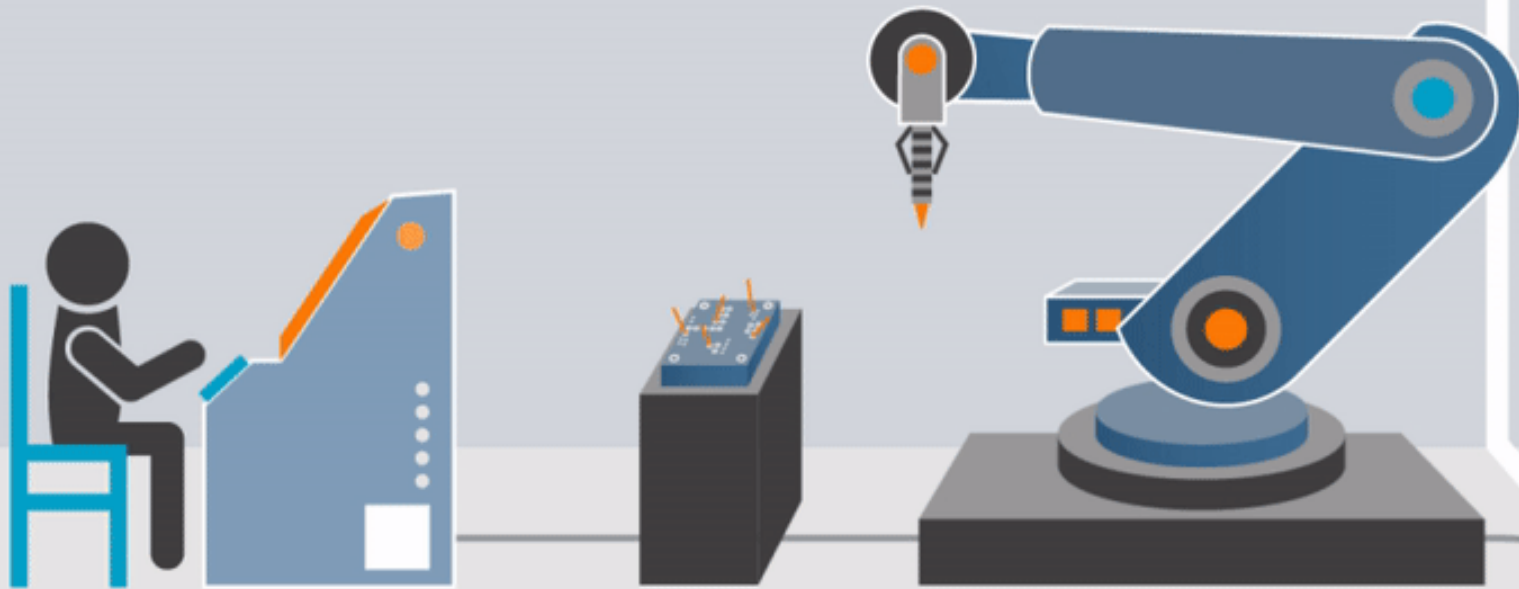
Board of Directors

- **DRIVE**

Productivity



Industrie 3.0



- **HUMAN SIDE**

HR

- **FOCUS**

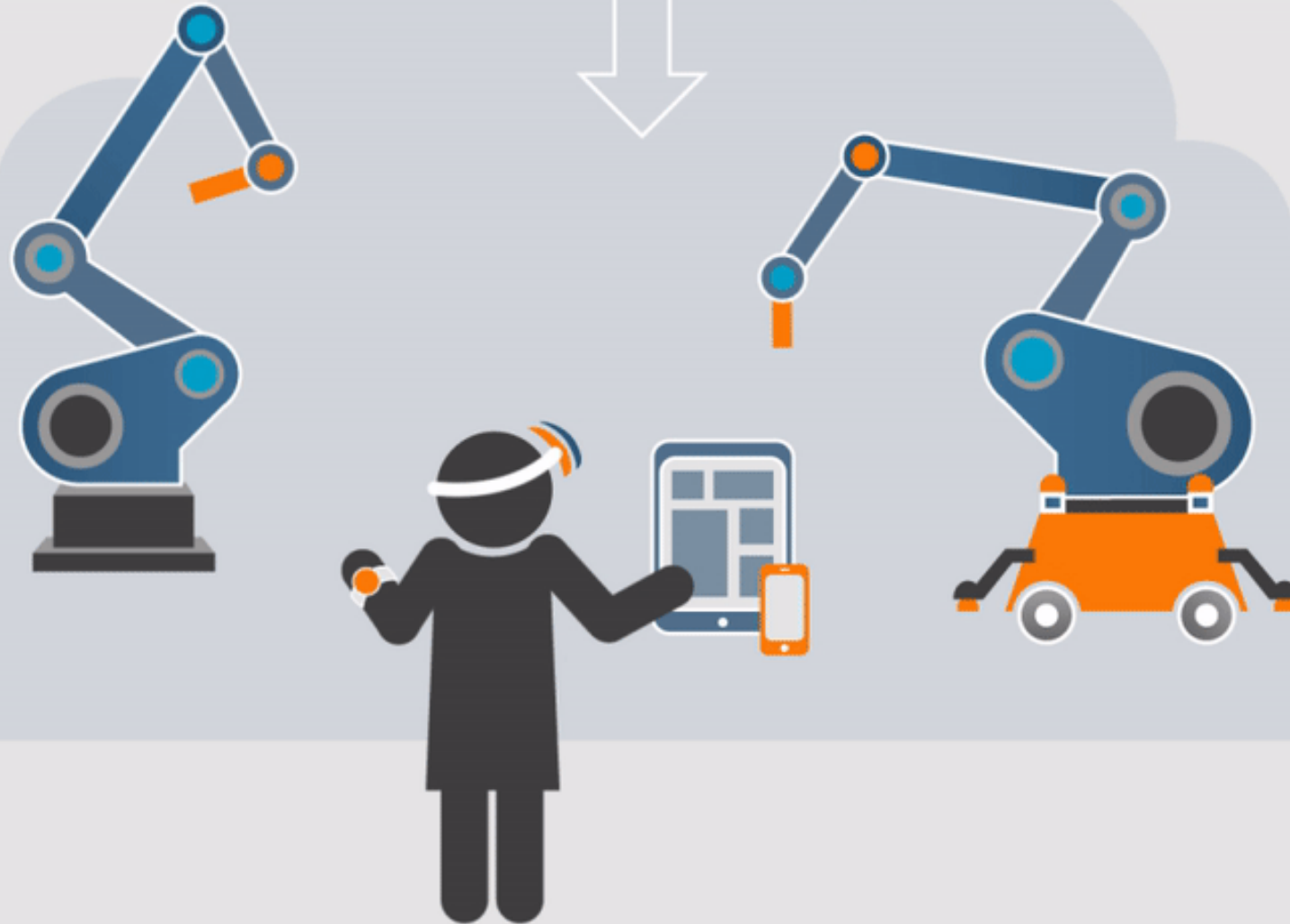
Shareholders

- **DRIVE**

Quality



Industry 4.0



- **HUMAN SIDE**

Talent

- **FOCUS**

Stakeholders

- **DRIVE**

Sustainability



- **HUMAN SIDE**

Cyborgs

- **FOCUS**

???

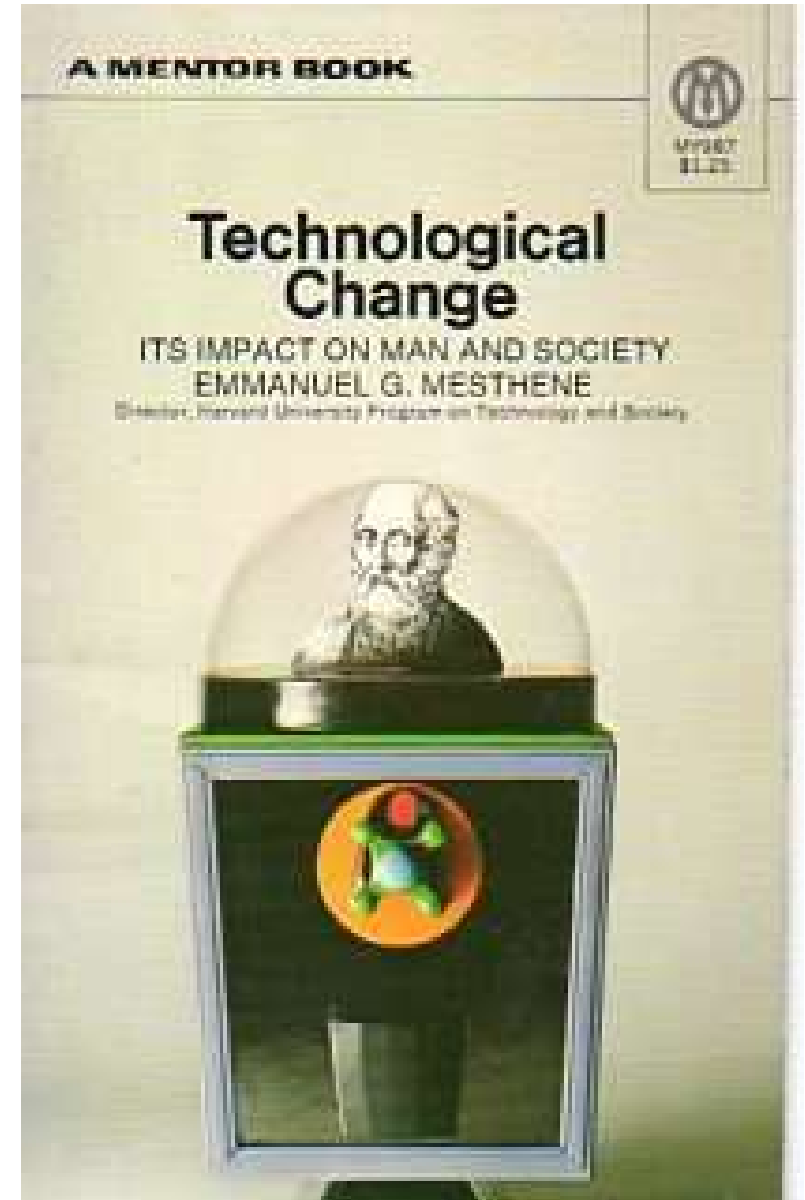
- **DRIVE**

???



The role of research

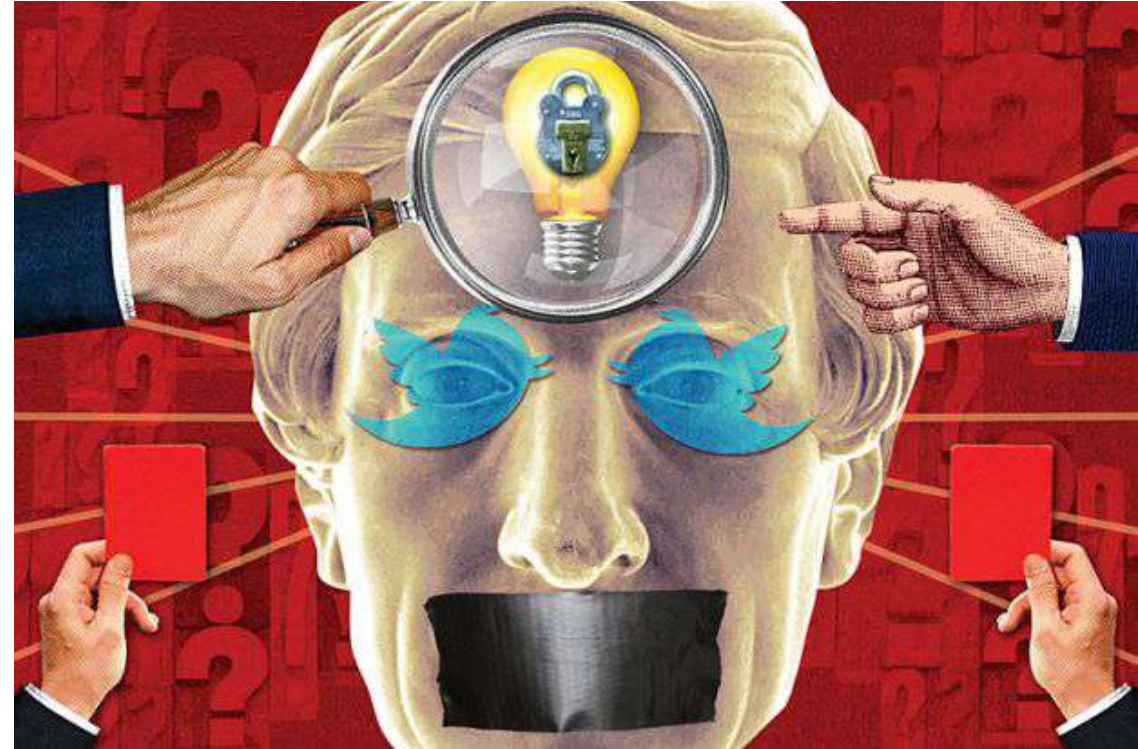
- What is the role of research or technology in the society?
- Who defines the standards?
- Debate over the role of technology in society in late 1960s between Emmanuel Mesthene and John McDermott.



Self-correcting?

- Mesthene, director of Harvard Program on Technology and Society at that time, argued that technology, neither an alloyed blessing for man nor an unmitigated curse, is a self-correcting system.

- Emmanuel G. Mesthene, "The Role of Technology in Society", in Albert H. Teich (Editor), Technology and Future, St. Martin's Press, Fifth Edition, NY, 1990



Learn to live with

- " We can not attempt to measure or control negative externalities, because these attempts often appear to threaten our freedoms of decision making. If we continue to have positive effects of technology, we should learn to live with negative externalities which would be solved by technology soon. "



Own politics?

- To McDermott, technology had its own politics. He defined technology as “systems of rationalized control over larger groups of men, events, and machines by small groups of technically skilled men operating through organized hierarchy.”
- John McDermott, “Technology: The Opiate of the Intellectuals”, in Albert H. Teich (Editor), *Technology and Future*, St. Martin’s Press, Fifth Edition, NY, 1990, p. 110.





Ruling technocrats

- Attributing to technology “so much flexibility and ‘scientific’ purity” is taking market as long-term solution for economy.
- Concentrating negative externalities as temporary technical problems creates a ruling technocrats class.
- They have a bias against ideologies since they are committed to scientifically deal with problems.



8000
years
ago



2000
years
ago



500
years
ago





Intention of research

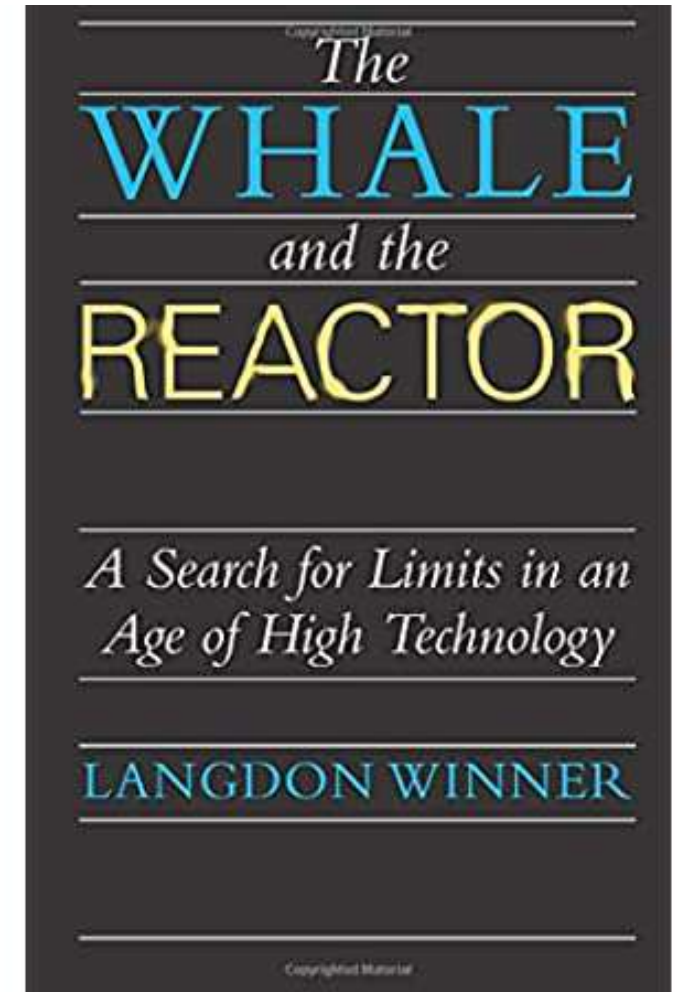
- The intention determines outcomes.
- If we can not interfere at the beginning of designing and developing a right system which means a right world we live in, then, we would not be able to deal with the outcomes.





Intention of research

- As Winner states, “because choices tend to become strongly fixed in material equipment, economic investment, and social habit, the original flexibility vanishes for all practical purposes once the initial commitments are made.”
- Langdon Winner, *The Whale and the Reactor A Search for Limits in an Age of High Technology*, The University of Chicago Press, 1986, Chapter 1.





Research leadership

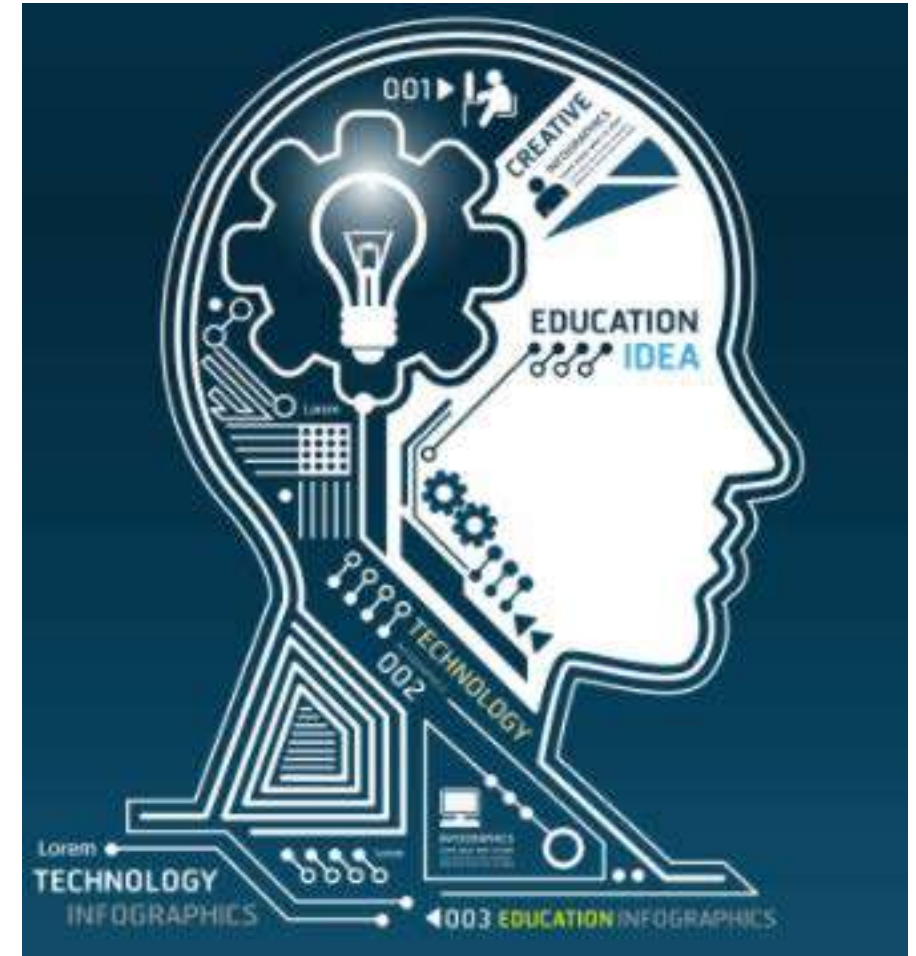
- Leadership on research is an elevated form of academic leadership. It is a kind of agency to make sure that industry or public sponsors, researchers and any other stakeholders to work collaboratively to implement research into processes, choices, and standards.





Everything has a price

- All processes have certain phases, all choices have alternative costs, and all standards have positive and negative externalities, which make the function of research leaders vital and critical.





Ethics

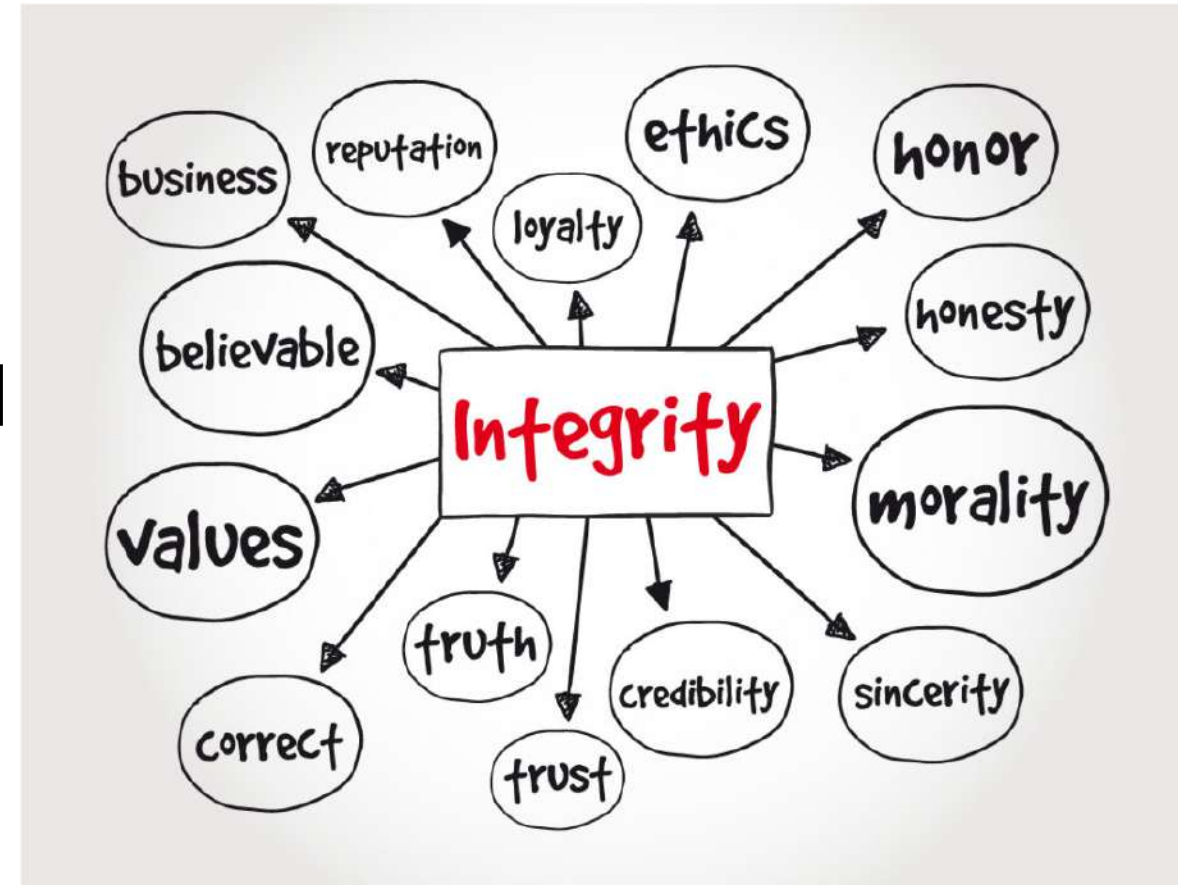
- It is vital, because research performance and productivity is now the sine qua non of scientific credibility, and it is critical, because it requires considering research leadership as a form of ethical leadership.





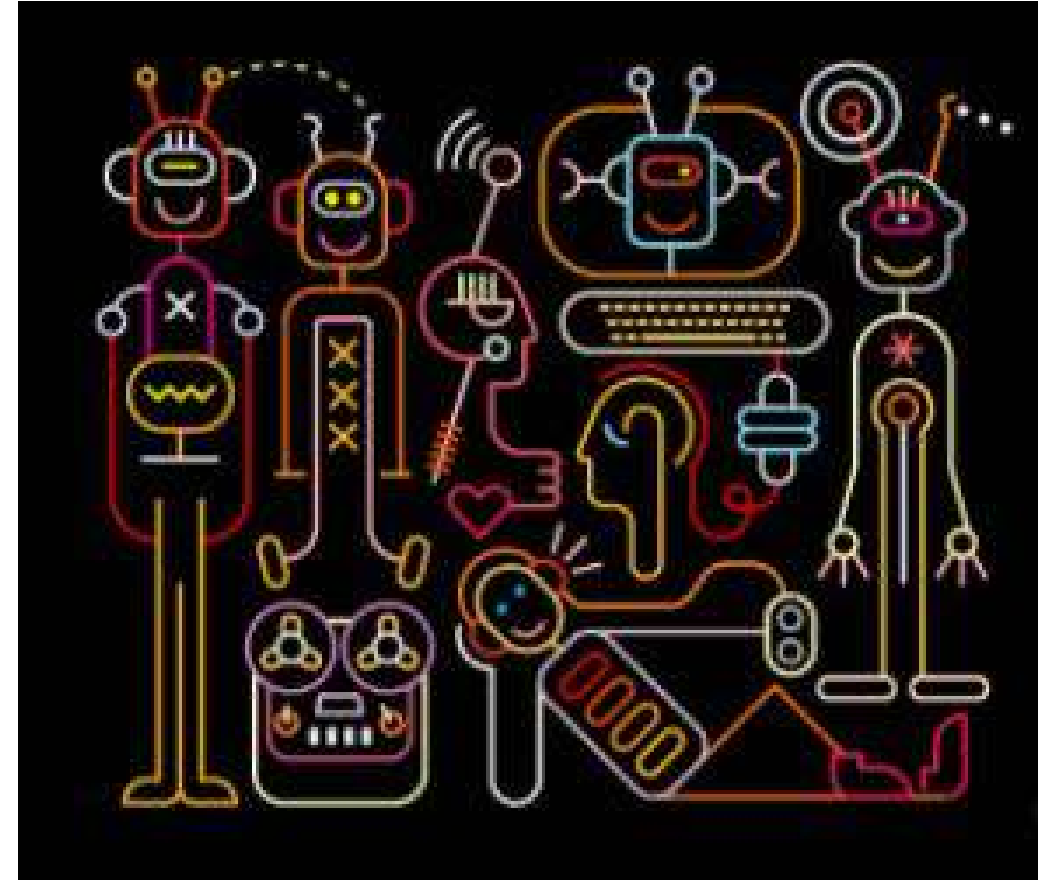
Ethical leadership

- Ethical leadership is composition of traits (trustworthiness, integrity, honesty, etc.), ethical behaviors and value based management. Ethical leaders do not only display moral traits and behaviors, but also practice ethical values in their institutional or corporate activities.



Public responsibility

- Ethical leadership on research is therefore not a personal responsibility. Setting norms and creating an ethical decision-making environment, ethical leaders can affect research processes, choices, and standards, thereby social and economic welfare.





Three types of leaders

- I argue that research leaders could be classified in three categories according to their ethical positions in conducting and implementing research.
- The Good
- The Bad
- The Ugly





The Good

- The first type of research leaders is those who prioritize high human ideals (the good).
- They have the ability to identify and reflect on what their values are.
- They have the balance, can see situations from multiple perspectives.
- They have genuine humility.
- Their real aim is to enrich people, not only materially but also spiritually.



The Bad

- The second type is those who prioritize market and institutional structures (the bad).
- They have the ability to identify and reflect on what demand of the industry is.
- They have the balance to the benefit of existing corporate structures.
- They are prototype of institutional arrogance and selfishness.
- Their real aim is to keep status quo.



The Ugly

- Third type of research leaders are those who pursue only their own interests (the ugly).
- They have the ability to identify and reflect on what their self interests are.
- They lack the balance, can see situations only from materialistic perspective.
- They have selfishness and arrogance.
- Their real aim is to enrich themselves, even at the expense of others.



Comparison

- Who is the most dangerous one?
- The most dangerous of those three types is the second one, who prioritize the interests of the market and institutional structures, since it causes the commodification of science.
- While the first one is an ideal one, the third one is the most unfortunate, as adjective already implies.





Solution?

- We have to survive from the threats of the Bad.
- How?
- The Good should develop his or her entrepreneurial and leadership skills by
 - ethical norms and standards
 - collaboration with stakeholders in research
 - forming new networks





How: The pioneers of the Net

- According to Rheingold, “the most important parts of the Net began as dreams in the imaginations of a few specific people, who acted on inspiration rather than orders.”



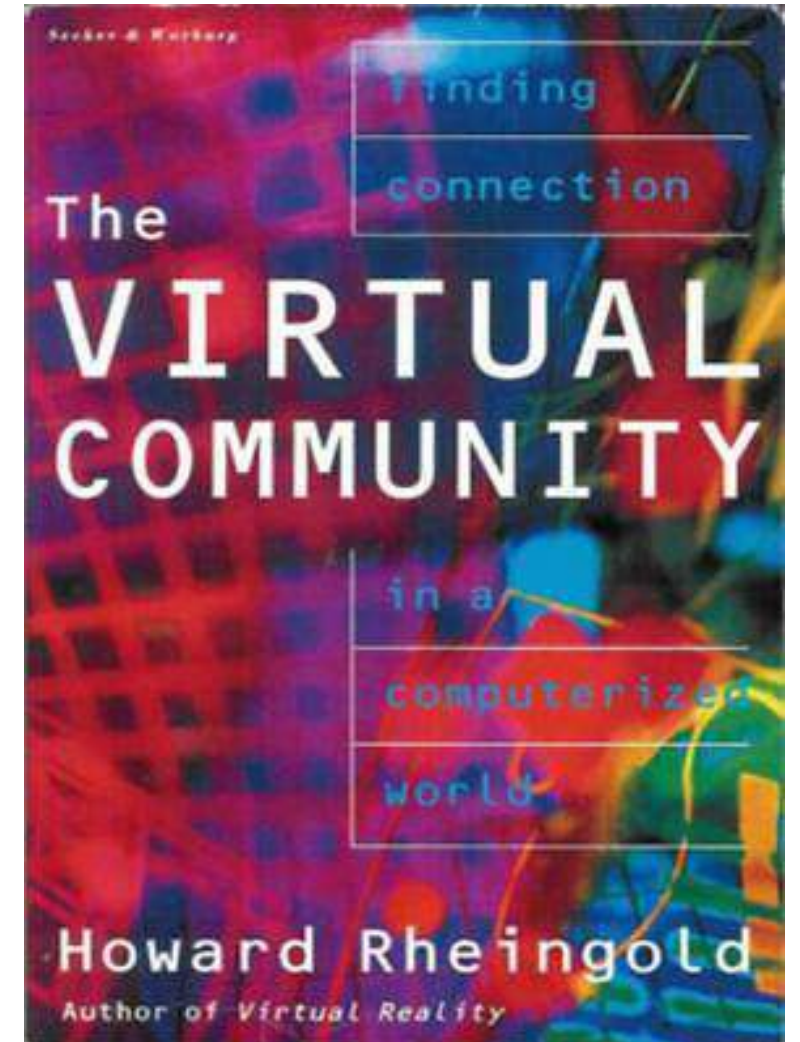
- Howard Rheingold, *The Virtual Community*, MIT Press, 2000.



Enthusiastic researchers

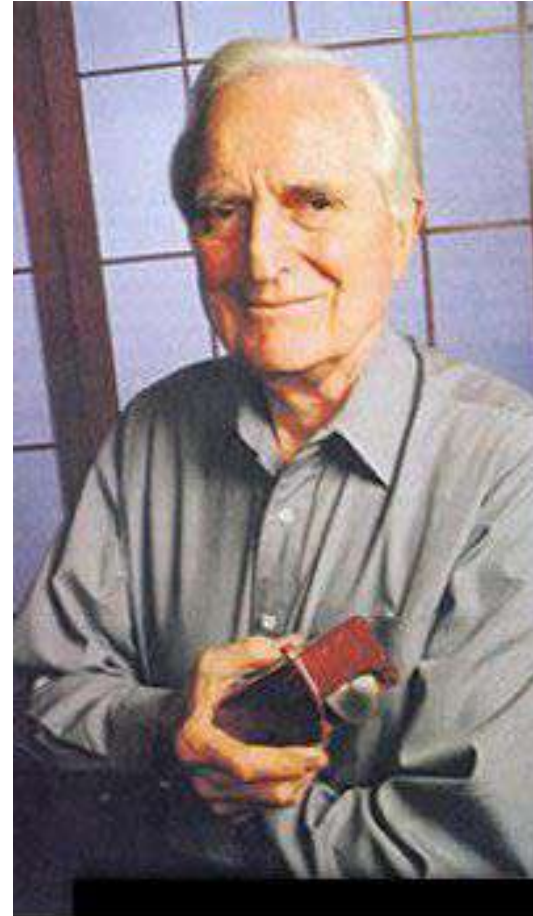
- Neither national defense concerns nor profit motive, but diligent scholars, enthusiastic researchers, and keen teenagers have created the Internet, willing to change the World.

- Howard Rheingold, *The Virtual Community*, MIT Press, 2000.



Engelbart

- Douglas Engelbart is the developer of the graphical user interface, first working hypertext system and first mouse.
- His article, "Augmenting Human Intellect: A Conceptual Framework", visions his own information infrastructure.





The benefit of society

- "My professional motivations are strongly oriented toward maximizing the benefit which society might derive from the advancements in the computer field. I might say then that my professional interests are toward the application of automatic information-handling equipment for helping human society, in the most significant way possible."
- D. C. Engelbart; MEMORANDUM-Possibilities for Teaching Machine Activity at SRI; May 18, 1960, http://www.histech.rwth-aachen.de/www/quellen/engelbart/B15_F4_TeachMach.html.



Institutions to keep dream alive

- Internet Society
- IETF
- The World Wide Web Consortium (W3C)
- The Internet Corporation for Assigned Names and Numbers (ICANN)
- Commercial Internet Exchange (CIX),





Contribution to humanity

- First inventors of the Internet had their roles very positively. They always had same spirit, making the Internet not only a positive technological contribution to humanity, but also a platform of choice, a mark of respect in terms of freedom of decision making, a spirit which is still alive today.





Final word

- Being good is not sufficient.
- The Good needs sustainability.
- The Good should find other goods and create a habitus to sustain his or her virtue.
- The Good should also be courageous at least as the Bad is.



THANKS AND MA'ASSALAM



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