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## SUCH A GEEK

YOU CAN LEAD A GEEK TO WATER, BUT IF THE GEEK ISN'T thirsty, he or she is likely to **flip the Bozo bit** on you. So warns IT management consultant Paul Glen in *Leading Geeks: How to Manage and Lead*

*People Who Deliver Technology* (Jossey-Bass). "Flipping the Bozo bit," Glen explains, is what geeks call it when they decide a particular manager or other person is useless—a **Bozo**.

Geeks' use of arcane terms and lack of respect for power are traits that make them tough to manage. Glen advises geek leaders to **scrap hierarchical approaches** that rely on power to direct, manage and control subordinates. Instead, focus on fostering geek activities, clearing up ambiguity, representing geek interests to others and nurturing motivation.



Austin, Texas, writer MARK HENRICKS has covered business and technology for leading publications since 1981.