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Technology Evangelists: A Leadership Survey

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Disclaimer

The analysis and findings presented within this study neither represent nor imply policies of the participating companies. The individual participants remain completely anonymous and their opinions are presented in a generalized manner.

Abstract

The purpose of this study was to gain a clearer understanding of the relatively new phenomenon known as the "technology evangelist." By our exploration, we aim to help readers improve their management functions, and to understand how best to integrate "evangelists" within their organizations.

In order to do so, we analyzed the roles of those who hold this position and leadership styles. Our research included surveying and interviewing 29 technical evangelists worldwide from a variety of cultures and organizations.

Some general tendencies regarding the role did, indeed, emerge. However, we also discovered variable character, or personality, patterns among the participants. Therefore, we proceeded to examine the gap, between the role of the technology evangelist and the subject's personal character.

We contrasted individual competencies with these character patterns, and created a grid to analyze their qualities of leadership. This paper includes our recommendations for recruiting, integrating, developing and managing the technology evangelists.

Overview

A technology evangelist serves as an ambassador of organizational technologies, interacting with prospects, partners, users, producers and other members of the organization. The position may carry a title such as Chief Technology Evangelist; however, many are not formally assigned the position, yet often clearly promote the organization and preach its products. The position is sometimes assumed by a company president or strategist or within software companies it can apply to pre-sales or post-sales.

Little has been written about technology evangelists and even less about their leadership role in organizations. At the very least, leadership in general involves ensuring the success of others as well as that of the respective leader, and doing so in a legitimate manner[1]. There are many ways of effectively leading an organization or community, and leaders are described in many different ways including democratic, participative, authoritative, transactional or transformational[2].

A charismatic leadership style, for example, will look far different than a more rational managing style.[3] Surprisingly, some leaders of great companies have recently been described as "quiet, reserved, humble, modest, mild-mannered, self-effacing and understated".[4]

Leadership involves the notion of style and character, as well as other personal characteristics. The ability to lead is also affected by the environment within which one interacts, adapts, and is or is not encouraged to become a leader. Today's business environment is global in nature, necessitating constant change as organization members rapidly interact through media such as Internet to respond to increasingly competitive pressures.

It is within this environment that technology evangelists are evolving. As we are learning to understand individual assets on the one hand, it is also important on the other hand to recognize the demands of the environment on these same individuals. Only by giving equal credence to both factors can we begin to tackle the challenges of leadership. This study will consider both sides of this "coin".

Selling the Dream

According to Guy Kawasaki in his bestselling book, *Selling the Dream*, "Evangelism is the process of convincing people in your product or idea as much as you do. It means selling your dream by using fervor, zeal, guts, dream, and cunning. . . . Evangelism is the process of selling a dream".[5]

Technology evangelism requires a commitment to the product or service being sold, as well as to the company and its management. A technology evangelist is attached to a cause that embodies a vision, makes people feel better, generates impressive effects, initiates selfless actions, and polarizes people to act positively.

Evangelism also requires specific attitudes, strategies, and techniques that are quite distinct from those found within sales or marketing environments. Positive attitudes such as empathy, trust, loyalty, openness, accessibility and warmth are needed vis-à-vis all constituents of the organization: customers, suppliers, public-relations, personnel, consultants, other collaborators, and every other individual involved in the cause being promoted by the technology evangelist.

Everyone surrounding the service or the product must be seduced to support the cause, and this requires a continuous flow of positive

communication. The technology evangelist uses special techniques to build the message, deliver it, and seed, cultivate, sow and harvest results.

A Place for Passion

Leadership in technology evangelism requires interacting with many individuals, understanding their mind-sets, and exhibiting the ability to empower and involve them in the technique or service at the root of the cause touted by the evangelist. Passion drives those fulfilling this role, as well as a motivation to efficiently connect with individuals and groups as they, in turn, connect with the evangelist and his or her cause.

Charismatic leadership style seems to emerge from the descriptions of evangelism aptly described by Guy Kawasaki. The question this study first addressed was, "Do technology evangelists adopt a specific leadership style, and if so, how can it be described and what are the implications in terms of self-development and management?"

Differing Styles and Building Legitimacy

Leadership qualities of the technology evangelist must be understood within the context of companies composed of diverse individuals with just as diverse needs. Solid, rational and tangible technical aspects, are all components running in the background of the process of technology evangelism. The organization within which technology evangelists work is composed of various structures with quite different styles. Strategic marketing typically functions with rational thinking; programmers are more interested in the program itself than a constant interaction with users. These are different roles and different individuals aspiring to different types of success with different leadership styles.

There are many ways of building success and leveraging leadership within technology organizations. They are necessary albeit possibly antagonistic at times in their mode of functioning and manner of bringing success to the organization. The distinct manner in which technology evangelists develop their leadership is expected to be somewhat different than do others throughout the organization but closer to those in sales, communication, and public-relation positions. Nonetheless, a wide diversity of characteristics can also be expected of technology evangelists within a technical environment.

Technology evangelism is a relatively recent phenomenon. It is still building its own legitimacy as a necessary component for organizational success. Companies are increasingly recognizing the value of technology evangelists, and are expending more efforts to attract, select, integrate, and develop those interested in pursuing this function. Due to this interest, this study offers results of high value to the business community.

Procedures

Collecting the Data

To collect the needed data for this study, 39 technology evangelists were invited to take a survey and participate in an interview. They were referred by other evangelists within Silicon Valley and the SD Forum—a leading high-tech professional association. The sample expanded worldwide as new participants recommended others for the research.

Each participant was aware of the qualities sought by the study. These were widely varied in terms of culture, gender, experience, and the type of technology company.

Participants in the study's interviews included such companies as Adobe, e-Bay, Garage Technology Ventures, Google, Microsoft, Oracle, Paypal, Sun Microsystems and Yahoo. Out of 39 individuals solicited, 29 participated in the survey. From these 29, 16 agreed to 30-60 minute interviews. Notes were taken and later used to reach the findings.

The interviews were assisted by information easily accessible through the Internet, including interviewee biographies, blogs, photos, videos, daily notes and agendas of the participating technology evangelists.

The Assumptions

The survey measured the character and/or style of the participating technology evangelists and assumes the following:

1. Over time, individuals develop relatively consistent character patterns. These patterns are the result of both nature and nurture. They can relate to a limited number of trans-cultural dimensions (See Appendix A), varying in intensity between people. These dimensions hold valuable implications for organizational applications. The relative consistency of these patterns facilitate prediction of behavior.

2. Individuals are influenced by their environment to engage in particular roles (Roles can be described via patterns as described in Assumption 1). The more an individual attempts to adopt a role pattern that is not a comfortable "fit" for his or her character pattern, the greater the stress and the higher the probability of failure in the long term.

These assumptions are consistent with the findings in personality and social researches. This current study does not imply the existence of definitive traits or styles. Rather, people are consistent in their behavior over time and adapt more or less intensely to a given environment.

Analysis of the data

Leadership characteristics drawn from the survey were contrasted with other factors such as experience, competence, and type of knowledge. The survey was completed in the native language of the respective respondent remotely through Internet or via a paper-and-pencil hard copy. The results are illustrated in patterns/graphs revealing:

1. Natural character patterns of behavior.

2. Self-perceived role patterns.

3. Displayed/effective leaderhsip style patterns (See Appendix A).

Responses from the 29 returned surveys were compiled and combined with data drawn from the 16 interviews and the analysis was performed. Various ways of approaching technology evangelism were revealed with a large proportion of the sample categorized within one specific approach. It did not appear that additional interviews or surveys would significantly alter the findings.

Findings

1. The Role of the Technology Evangelist

Most of the participating technology evangelists (66%) perceive a necessity to behave in a similar manner, referred to in the findings of this study as "the typical technology evangelist." Their roles can be described in terms of their most prominent characteristics (see Appendix A and B).

The following is a description of the typical technology evangelist after interpreting their role patterns and comments collected via the study interviews.

Motivator and Creator of a Sense of Urgency

The typical technology evangelist is perceived as capable of motivating and inspiring others to achieve desired results. A major characteristic of the role is largely perceived as expression of an engaging, empathetic communication style based upon warmth and enthusiasm. Success requires the ability to produce results by motivating the commitment and buy-in of other individuals.

Clearly, this position requires a high degree of "selling," whether of ideas, policies, products or services, both within and outside the organization. A typical technology evangelist is at ease and self-assured in large groups, enjoys making new contacts, and is commonly gregarious and extroverted.

The typical technology evangelist exhibits a strong sense of urgency, initiative, and competitive drive, accomplishing tasks at a fast pace both with and through individuals. While there is indeed urgency tied to goal achievement, technology evangelists share responsibility for the achievement, or delegate it to others when necessary.

The position requires self-confidence, and independent producers as well as decision-makers willing and able to delegate details, responsibility, and authority. The typical profile of a technology evangelist is that of a self-starter skillful at training and developing other individuals. When necessary, he or she applies pressure for results, but to do so via "selling, rather than telling".

Relationship Builder and Project Manager

Because goals and desired results can change rapidly, the job of a technology evangelist requires regularly meeting with all stakeholders and proactively establishing relationships with new individuals and groups involved in the respective cause. The ability to gain a rapid understanding

of changing events or unexpected challenges, to quickly react, and to motivate others to adapt to the changing environment are critical to success.

Therefore, the position requires rapid learning and reaction capabilities, as work is usually performed at a faster-than-average pace. When managing projects or people, the typical technology evangelist is expected to be able to focus on a broad range of issues simultaneously.

Team cohesion, communication and morale are the priorities. Goals are achieved with and through team members. Authority must be expressed in a non-threatening, comfortable manner, and ideas are eagerly discussed with others amenable to contributing toward the overall goal.

The role of the typical technology evangelist also requires an ease in delegating details and implementing plans. Successful technology evangelists are quick, friendly, and have a broad focus when following up on delegated tasks. They address details quickly, freeing up the team to concentrate on the next objective. Individuals in this management role need to be flexible, engaging, enthusiastic, and confident in their ability to persuade others to see the desired point of view.

What are the salient characteristics of a technology evangelist?

The most salient characteristics of the typical technology evangelist role include being:

1. Proactive in rapidly connecting with others; open and generous in extending time and assistance; willing to build and leverage relationships to accomplish tasks and meet goals.

2. Able to communicate large volumes of content rapidly and clearly. Enthusiastic and persuasive, motivating others by considering their

points of view, and then adjusting the delivery to fit the specific individual.

3. Collaborative, comfortable working with and through others, and possessing an intuitive understanding of team cohesion, dynamics, and interpersonal relations.

4. Socially informal, extroverted, and outgoing, easily gaining familiarity with others. His or her communication style is uninhibited, lively, and adaptable, drawing others into conversations.

5. Interested in building relationships and forging a team to handle technical matters. Affable, optimistic, and trusting.

6. Focused on goals and those individuals who can help achieve them, rather than fixing on details or plans. Able and willing to delegate.

Nuances within the Percentages

66% of the respondents fulfilled work roles considered typical for technology evangelists and indicated the key characteristics corresponding to those described above. However, we did note some nuances in intensity of these characteristics within the group.

None of the remaining 34% surveyed felt the desire for a role extremely different from the typical one. For instance, none expressed concern over the necessity to work in an extremely introverted or remote manner. Nor did they expressed the necessity to extensively handle administrative, structured, or detail-oriented tasks.

A relatively low percentage (14%) preferred a somewhat more technical role than the other respondents, and the remaining 17% indicated a highly extroverted, yet easygoing technology evangelist role.

2. Unique Leadership Styles

Most of the technology evangelists who participated in this study exhibited similar natural character patterns. Those patterns found in the remainder of the sample can be grouped into three other categories commonly found in studies of leadership styles and group dynamics.

The patterns reflect different perceptions of roles and manifestation of behaviors. We have also analyzed how much the role of technology evangelist affects their natural character pattern.

The Typical Technology Evangelist

A high 52% of the technology evangelists surveyed naturally possess a character pattern close to the "typical pattern" described for the role. They exhibit naturally the listed salient characteristics most of the time (i.e., Category 2). An even higher 69% do effectively show these characteristics by adapting their natural character to the typical role. A small proportion (17%) practice an effective character pattern quite different from their natural one.

These pattern differences are rooted in how each person adapted to their work environment. (See more below in: An Emerging General Style and Accepting, Rejecting, or Adapting to the Role. See also Appendix B for indications concerning the four categories).

The Authoritative

The authoritative category (i.e., Category 1) reflects a more factual, direct, and structured manner of approaching people, communication, decisions, and/or common situations than that demonstrated by typical technology evangelists. Four participants naturally use this style and are keenly

interested in the technical side of their jobs, whether the technology itself or the manner in which it is evangelized.

Their approach to the communication aspects of evangelism is factual, technical, rational, and logical. They tend to practice rationalism across the board-with people, emotions and professional contact.

All of these are typically difficult areas to rationalize. Interviewees within this category asked more questions related to performance indices and the "why, how, and what" surrounding evangelism.

The Amiable and Consensual

Four interviewees fit into the amiable and consensual category of technology evangelists (i.e., Category 3). These individuals are friendly, engaging communicators, and more team oriented, displaying less of the entrepreneurial style of the typical technology evangelist. They place much more emphasis on a social, gentle, humble or modest way of entering into contact with others.

Being proactive and quick is not as high a priority as taking the time to listen carefully and generously, whether with partners, prospects, or clients. Within a management position the amiable, consensual technology evangelist asks all collaborators to participate, seeking their cooperation in making decisions.

The Detail Oriented

The detail oriented technology evangelist (i.e., Category 4) describes five of the interviewees. These individuals are more technical and detail oriented than evangelists within other categories of styles. They take time to delve deeply into a product, service, interpersonal relationships, or their job in general. They behave as specialists and experts.

Technology evangelists within this category react to new events cautiously and critically, rather than being naturally proactive and taking risks. They are attentive to the smallest detail of their product or evangelist position. Their natural way of communicating with new contacts is much more cautious and distant than the typical technology evangelist.

An Emerging General Style

Although the participants in this study were indeed spread among all four categories, none of their effective character patterns were vastly different from Category 2. Once an individual has accepted the role of typical technology evangelist, his or her character pattern tends to shift toward Category 2, leaving a low 31% of those interviewed within the other three categories.

The results clearly show that, even with the emergence of a general style and a professional role that reinforces this style, there are various behavior patterns conducive to the role of a technology evangelist. These patterns correspond to the variety of situations, people, and strategies found wherever technology evangelism is developing.

Despite the ordering of the evangelists' profiles within the four categories above, it goes without saying that when anyone attempts to analyze an individual, "categories" can never be 100% accurate. Each person is distinct and unique, and it is unrealistic to attempt to reduce all individuals into one of four general patterns. The categories presented are only to clarify different tendencies and leadership styles.

Accepting, Rejecting, or Adapting to the Role

76% of those interviewed significantly changed their natural behavior pattern upon entering the role of technology evangelist. This change

generated internal tension for them. Our measurements were not concerned with the level of tension, but its quality.

Not surprisingly, 66% of the participants felt it necessary to be much more extroverted, outgoing, and social than was natural for them. On the other hand, 31% of the group were more introverted or distant in their behavior towards others.

In such cases, the technology evangelist role generated higher levels of fatigue. This was relieved somewhat through intellectual activities outside the work environment, such as writing or reading. Such activities would generate more mental than verbal activity. Those with natural character patterns conducive to the typical technology evangelist required no such compensation.

Although 79% of the technology evangelists participating in this study can be described as reactive, tense and under pressure, 55% perceive the necessity to *increase* behavior corresponding to these characteristics thus emphasizing this overall character and rendering it even more visible and effective.

Of the total study sample, 55% perceive the necessity to be more informal, take more risk, and relinquish the expression of their own will or authority to cooperate with others more.

Technology evangelists with typical character patterns matching their roles need fewer compensatory activities because their natural qualities render them effective in their position.

3. Unique Experience Levels

In addition to having different leadership styles, technology evangelists come from a wide variety of backgrounds and prior experiences. Just look at a few famous examples: Guy Kawasaki, who evangelized the Apple Macintosh in the 1980s and transformed the term "evangelism" into a household word; Vin Cerf, Chief Evangelist at Google and the "father of Internet"; and Richard Stallman, regarded as the founder of the free software movement of the 1980s. All are early technology evangelists with markedly different backgrounds and experiences.

Such diversity continues with those "carrying the torch forward" and actively building upon this early foundation. Contemporary technology evangelists include Jeff Barr of Amazon.com; Eileen Brown of Microsoft UK; Anil Dash of Six Apart; Robert Scoble, former Microsoft evangelist and current vice president of media development for PodTech.net; Matt Thompson of Sun Microsystems; and Jeremy Zawodny of Yahoo.

As the number and diversity of technology evangelists increase, large companies tend to recruit younger evangelists directly from engineering schools. Technology evangelism can be effectuated in a highly dynamic manner, reaping many rewards for businesses and all other stakeholders regardless of the experience level of the evangelist, as long as strong technical competencies within a product, platform, software, or service have been developed.

The Four Major Profiles

Our study included a range of technology evangelists with experience levels between two years and three decades. The following four major profiles emerged from the findings:

1. *Typical Experienced Technology Evangelists* are those who succeeded in developing strong competencies within one specific field, excel in communication with a natural leadership style resembling the typical technology evangelist profile described in this study, and demonstrate consistent success with strong leadership.

2. *Atypical Experienced Technology Evangelists* bring a strong technical background to the field; however, their interaction with large public audiences is often "forced." In fact, e*vangelism* might be too broad a term for their approach to others, but their influence is very real. This group's natural style can be found within Category 4 (see Appendix B) and requires a self-discipline forcing them to leave their "comfort zone" in many situations.

3. *Technology Evangelists in Progress* are within the early phase of the position and still building competencies. They exhibit the typical evangelist character profile in a natural manner; communication and proactive interaction tend to be natural talents. Their challenges are building credibility and recognition of their developing competencies from colleagues, managers, and others within the organization.

4. *Atypical Technology Evangelists in Progress* present a more distinct style than those within the other profiles. They are typically a good fit for positions in pre-sales or post-sales, and they interact more effectively with smaller groups of people. Their main challenge is not only to stay focused on building upon their competencies—they should also receive and accept coaching and support when they are required to communicate more intensely than usual.

Enthusiasm is Lacking

Given their general natural positive communicative style, it was very surprising to find a lack of enthusiasm in 52% of the technology

evangelists interviewed. This factor emerges from the difference between their natural response level and what they view as positively stimulating within their environment.

Interviewees concerned with a lack of enthusiasm were found at all levels of work responsibility and experience, as well as within different types of companies. Some of the reasons cited were poor relationships and ineffective communication with management. Others were a failure to integrate within the organization's mainstream and lack of recognition.

Examples of interviewee comments included: "I feel my management does not understand me" and "I had to change teams so that I could get a different manager." The question, "What will be my next step after this position?" hinted at a lack of clear and positive perspective.

Although half of the technology evangelists in this study felt less than stimulated and productive, the other half on the opposite used terms such as "fantastic," "terrific," and "nothing better to do" to describe their positions.

Half of the sample clearly expressed great satisfaction with their job and had no particular concerns regarding their organization management or their future. They are pleased and enthusiastic about filling a role they perceive to be different from others within the company.

These findings support the positive measurements of stimulation with the same interviewees. Most began their careers in technical positions such as development, pre-sales, or customer services and then entered into technology evangelism, finally realizing their full potential and style in this position.

Discussion

So what is unique about the technology-evangelist leaders? Certainly, they have a distinct style that perfectly meets the humanistic, social and entrepreneurial needs of active thriving organizations. Whether natural or forced, the evangelists' style strongly provides dependable support for such fast-moving companies.

Technology evangelism is a relatively recent phenomenon, providing organizations with opportunities to focus on promoting technologies and services in a manner that goes far beyond traditional marketing and sales. Our study revealed insider information about this new career path from the perspective of those living it on a daily basis. Efficient and effective technology evangelism requires very specific integration, management, and structure-or a conscious *lack* of structure.

Recruiting the Evangelists

Recruitment of technology evangelists will benefit from a clear position description. As revealed in this study, a very outgoing communicative style generally emerges and is typical. However, style changes within more technical presales and postsales positions that may also qualify within technology evangelist. The same is true with positions that take more entrepreneurial risk.

Once the position is better qualified, it is easier to identify and compare the qualities of those who are the best fit while avoiding a mismatch. If the gap between the two is too vast, both the organization and the technology evangelist will benefit from reconsidering the expectations in the position.

Integrating the Evangelists

Evangelists are involved in the emotional, human, and social aspects of business, in contrast with the more technical environment of their organizations.

The benefits of investing so much time speaking and traveling could easily be questioned by others in the technical realm, who place far more value in consistent, logical, and rational thinking. Technology evangelists can often be perceived as superficial and "talking too much."

To facilitate integration, the specific talents of technology evangelists must be valued and rewarded throughout the organization. They must also be an integral part of the strategies designed to attract others in this profession, seducing them from the very beginning of the recruiting process.

Once selected for specific positions, adequate follow-up along their developmental, managerial, and promotional paths within the organization is critical to success.

Developing the Evangelists

Developing technology evangelists generally refers to broadening their abilities and experience within technical, marketing, sales, and entrepreneurial areas as well as any other area of interest for them or the organization. Developing the communication skills they will need for the constant interactions involved in their role can be important. Those who are more introverted will benefit the most from such training, and from learning how to successfully persuade others by understanding their needs and linking their motivations to associated goals.

As Mark Twain stated: "Never try to teach a pig to sing; it wastes your time and it annoys the pig." The point is to avoid illusions with regard to developing skills in individuals who do not have the character patterns to support them. By squarely facing the facts as to who is a likely candidate, and who is not, valuable time, productivity, and management expertise will be saved, and both the individual and the organization will benefit.

There may be a valid need for individuals to punctually adapt to a role that conflicts with their natural character, and people often benefit from new development programs including communication training. However, if the efforts are consistently too intense and repetitive, they may fail, and an alternate position should be considered for the candidate.

It is unrealistic to expect the typical technology evangelist to remain in the same position for life, and repetitive routines and detail will diminish his or her effectiveness. The typical technology evangelist must vary contacts, job content, the nature of problems addressed, and the scope of responsibility.

Starting in a technology evangelist role, promotions can be found in the different realms of marketing, public relations, communication or sales. Other opportunities for advancement include entrepreneurship, intrapreneurship or management positions. These career paths prospects will naturally motivate technology evangelists to continue building competencies and reap success for both themselves and their organizations.

Rewarding the Evangelists

Our study revealed a variety of issues involving performance evaluation of the evangelists, as well as determining their level of impact on the job.

Methods of measuring performance include customer-satisfaction surveys, records of blog comments, and tracking forum participation. However, performance tracking is necessarily limited. After all, how does one track an evangelist's trust, love and commitment to the organization and its products? The performance of technology evangelists will peak when fulfilling specific needs, such as:

1. Opportunities for involvement and interaction with others, including prospects and existing clients, as well as the other members of the organization, such as those working in marketing or technical teams.

2. Independence and flexibility in work activities; these individuals do not take kindly to micromanagement.

3. Freedom from repetitive routines and detail work; technology evangelists need variety and a change of pace.

4. Opportunities to learn and advance reasonably quickly; they will not stay in the same place forever.

5. Recognition and reward for superior communication and social skills; they require status recognition as a reward for their achievements.

Because no one individual is a perfect match for the position of typical technology evangelist, this list of needs is, of course, an approximation. Management strategy must adapt to each individual, including those with typical style characteristics. When this is in effect, it can only enhance the leadership qualities and success of technology evangelists and their impact on the overall performance of the organization.

Appendix A

Character Profiles

The character profiles measured are constructed from completed survey composed of two questions with two lists of words provided for participant responses. The first question invites the respondents to check the words that describe the way they feel they are expected to act by others, and the other question asks them to check the words they really believe describe them. The survey generally takes about 10 minutes to complete. Statistics are subsequently run and a character profile immediately emerges.

The survey, edited by PI Worldwide, complies with legal requirements in terms of nondiscrimination, reliability, and validity. It has a 50-year track record of successful use in 60 languages, in both small and very large companies around the world.

Graphic Presentation

The character profiles are composed of three patterns/graphs (see Figure 1). The first graph reflects natural behavior, which is relatively stable over time with repetitive survey completion. The second graph reflects the role in which respondents perceive to act in their position, and this graph actually changes over time. The third graph reflects the effective/projected behavior: the natural behavior adapted to the environment through the role. The profile below is typical for technology evangelists.

Typical Technology Evangelist Profile

The typical technology evangelist character profile emerges from responses to the survey, the results of which are reflected in these three patterns/graphs depicting natural behavior, role adaptation and effective/projected behavior.
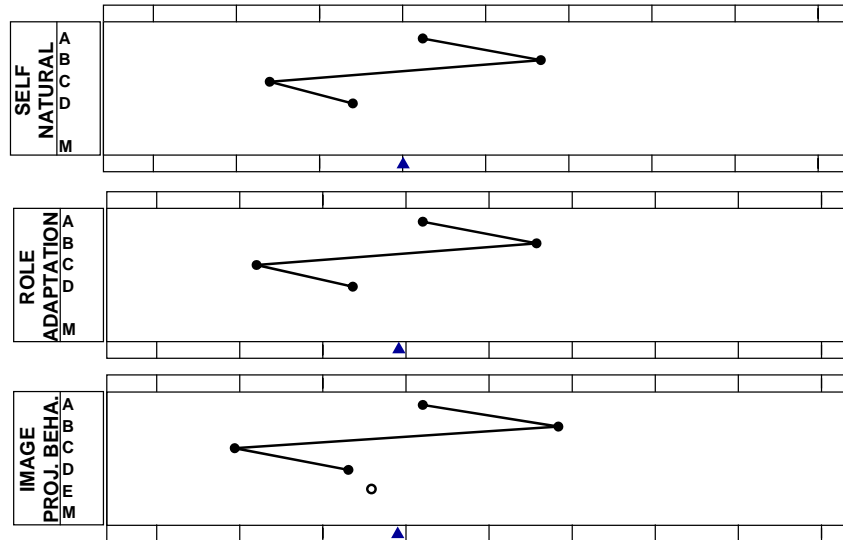

Figure 1. The typical character profile of the technology evangelist.

Interpreting the Patterns

The overall character profile is interpreted by reading the three graphs depicted in Figure 1. Their presentation hereafter provides a brief overview. A complete reading and application of these profiles requires far more time and dedicated training.

Each graph is comprised of five or six character dimensions and is read by comparing these to a reference (i.e. a triangle) and a scale (standard deviation above and below each graph).

Dimension A measures the need to exert influence on people and events or, conversely, to adopt a consensual behavior.

Dimension B measures the need for social interaction or, conversely, the need of introversion.

Dimension C measures the degree of calm and patience or, conversely, the degree of tension.

Dimension D measures the need to conform to rules and structure or, conversely, the need to be uninhibited.

Dimension E measures the degree to which one is influenced by the emotions of others in thought and judgment.

Dimension M measures the level of response and of interaction with the environment.

The dimensions are first interpreted independently and then by their interaction, forming the patterns/graphs.

Understanding the Graphs

Graphs reflect various shapes that in turn, reflect different characters, styles, and motivations. The character profile illustrated in Figure 2 of a technology evangelist reflects a more adventurous and risk-taking natural character than is typically found amongst technology evangelists.
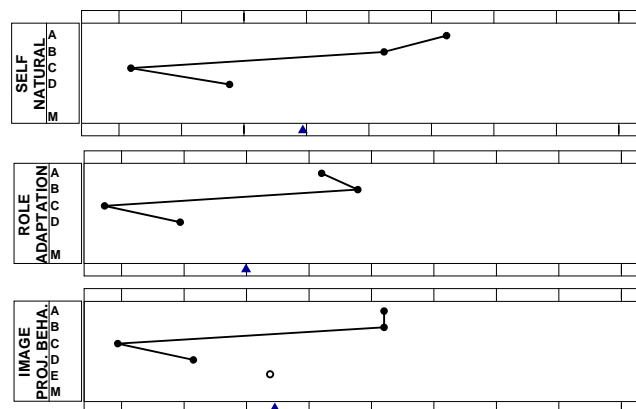

Figure 2. The character profile of an adventurous, risk-taking technology evangelist.

Figure 3 reflects a natural character-not aligned with the role-which is very different from the typical technology evangelist character profile.
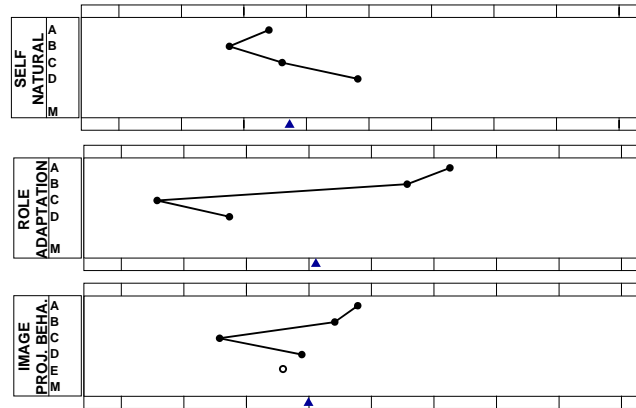

Figure 3. The character profile of a technical, detail-oriented technology evangelist reacting to the stress of an adventurous, risk-taking role.

The following character profile is the one of a technology evangelist who is in the 52% of the sample reflecting profiles close to the typical technology evangelist.
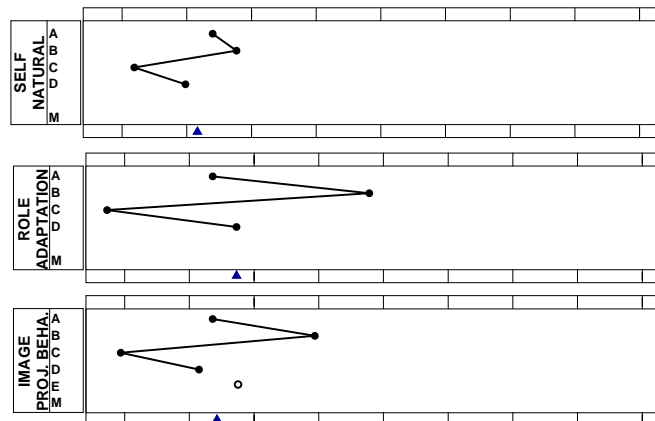

Figure 4. The character profile of a typical technology evangelist.

Appendix B

Figures 5 to 7 position the individual role, character patterns, and effective leadership styles along two axes. Each axis represents a continuum of character attributes, more pronounced at the axes extremities, and with a "neutral" character—between two extremes—at the center. The more distant the pattern is from the center, the more the character attributes are strongly expressed.

Graduations in the figures are standard deviations. Most of the profiles (56%) are found between the graduations 0 and 3.

The horizontal axis opposes adventure, proactive attitude, autonomy, and impulsiveness towards change vs. a consensual dependent attitude and resistance to change. The two opposing tendencies are indicated in the figures by the labels "Provoking Change" and "Avoiding Change."

The vertical axis opposes spontaneous contact with new individuals and informal communication vs. difficulty in contact with new individuals and a skeptical critical attitude. These opposing tendencies are indicated by the labels "Warm, enthusiastic" and "Shy, factual."

Figure 5 positions the role patterns of the 29 technology evangelists surveyed along the two axes. Figure 6 positions the natural character patterns, and Figure 7 positions the displayed/effective leadership styles along the same two axes.

Each Figure indicates the four categories mentioned in the above report (p.13-15). Category 2 is the one in which the typical technology evangelist resides. Category 1 on the bottom right typically harbors engineers, marketing strategists, venture capitalists or bank analysts; between Category 1 and 2 are entrepreneurs; in Category 2, close to the

technology evangelists, are individuals working in sales, services and communication; between Category 1 and 2 are those in public relations; in Category 3 are individuals working in hospitality businesses and charities; between Categories 3 and 4 are those working in preventive maintenance. Category 4 contains accountants, HR administration, and bureaucrats; and between Categories 1 and 4 one will find programmers.
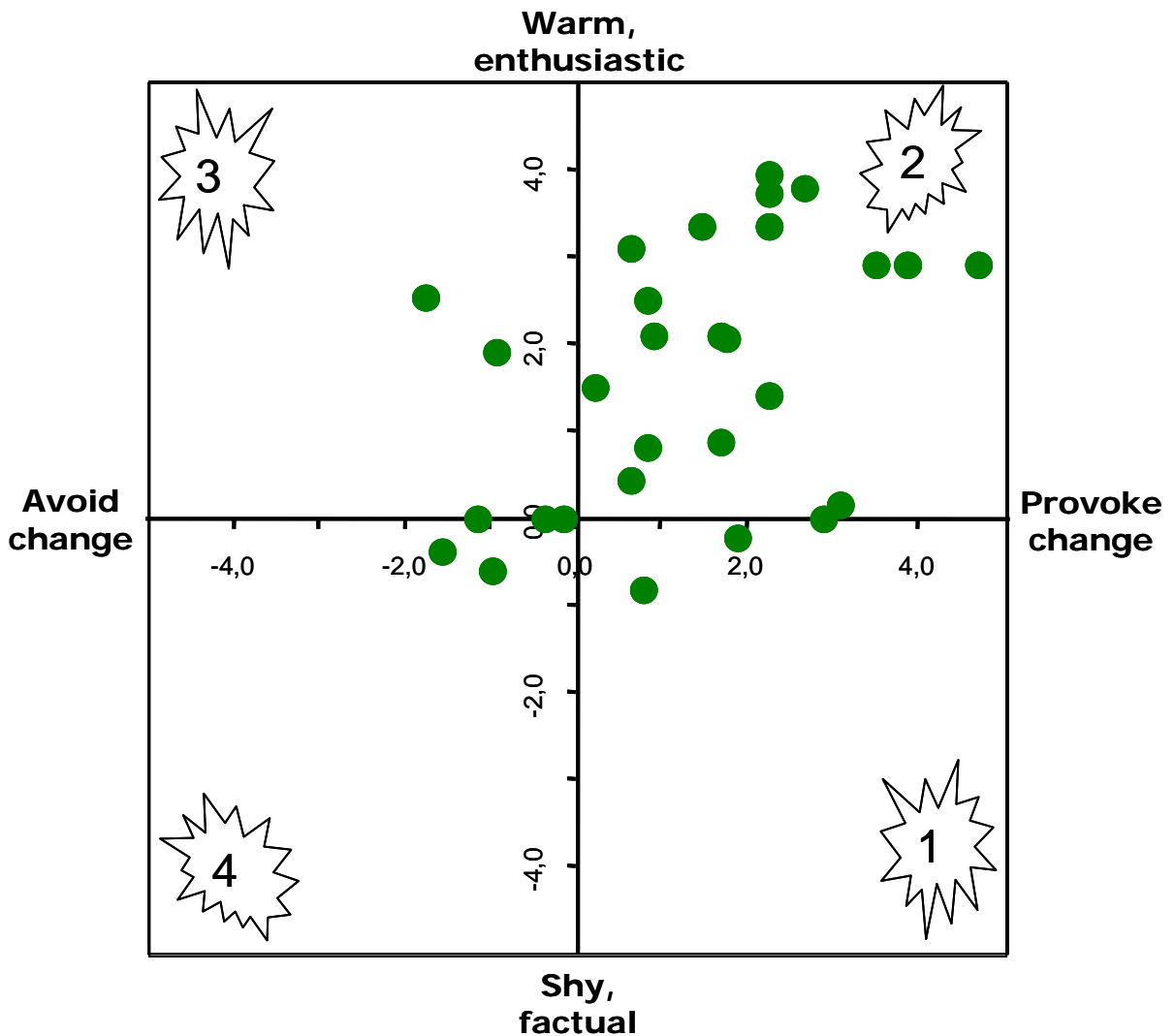

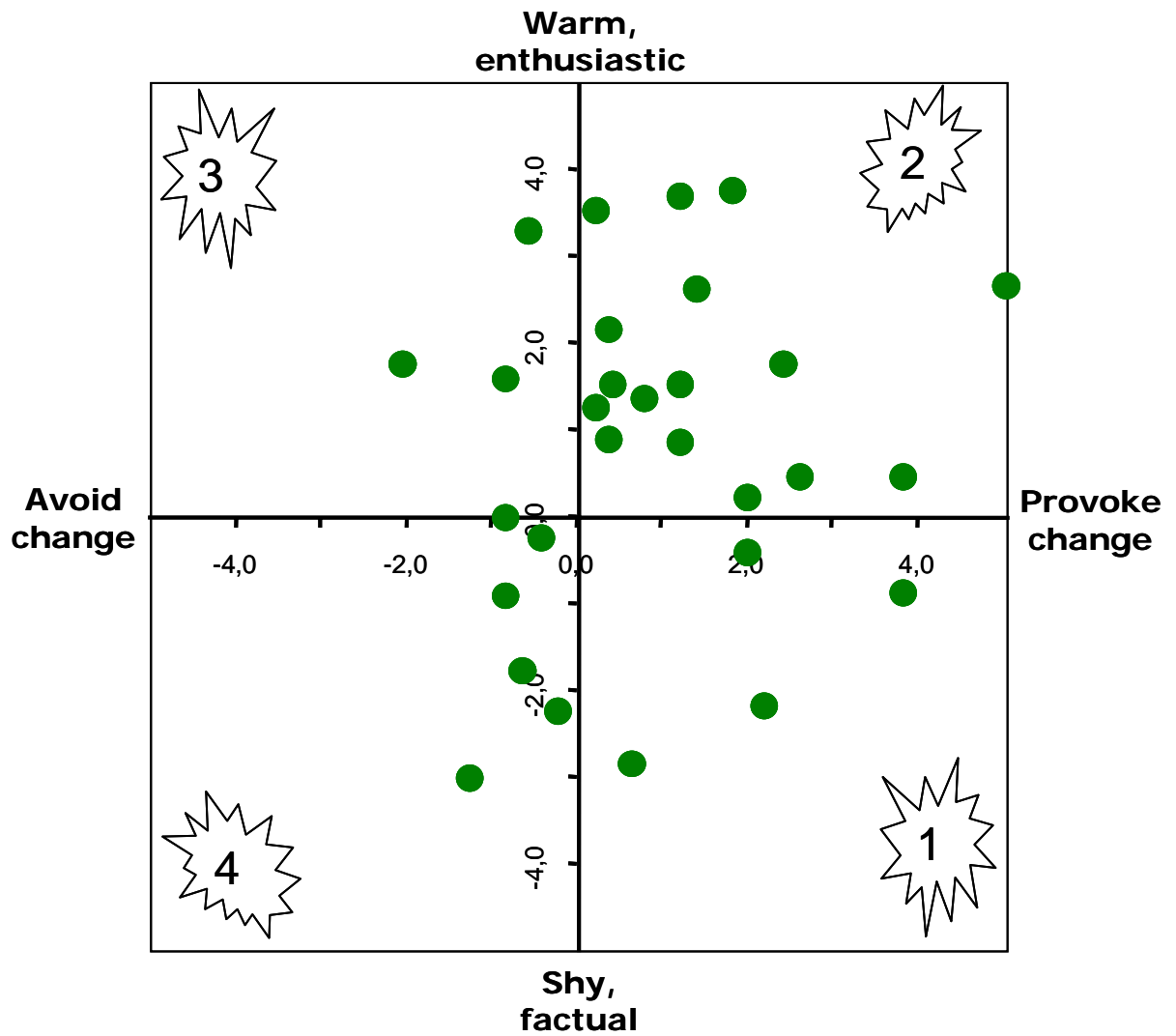*Figure 5* positions the role of technology evangelists, as perceived by the 29 surveyed, along two axes.

Figure 6 positions the natural character of the 29 technology evangelists surveyed along two axes.
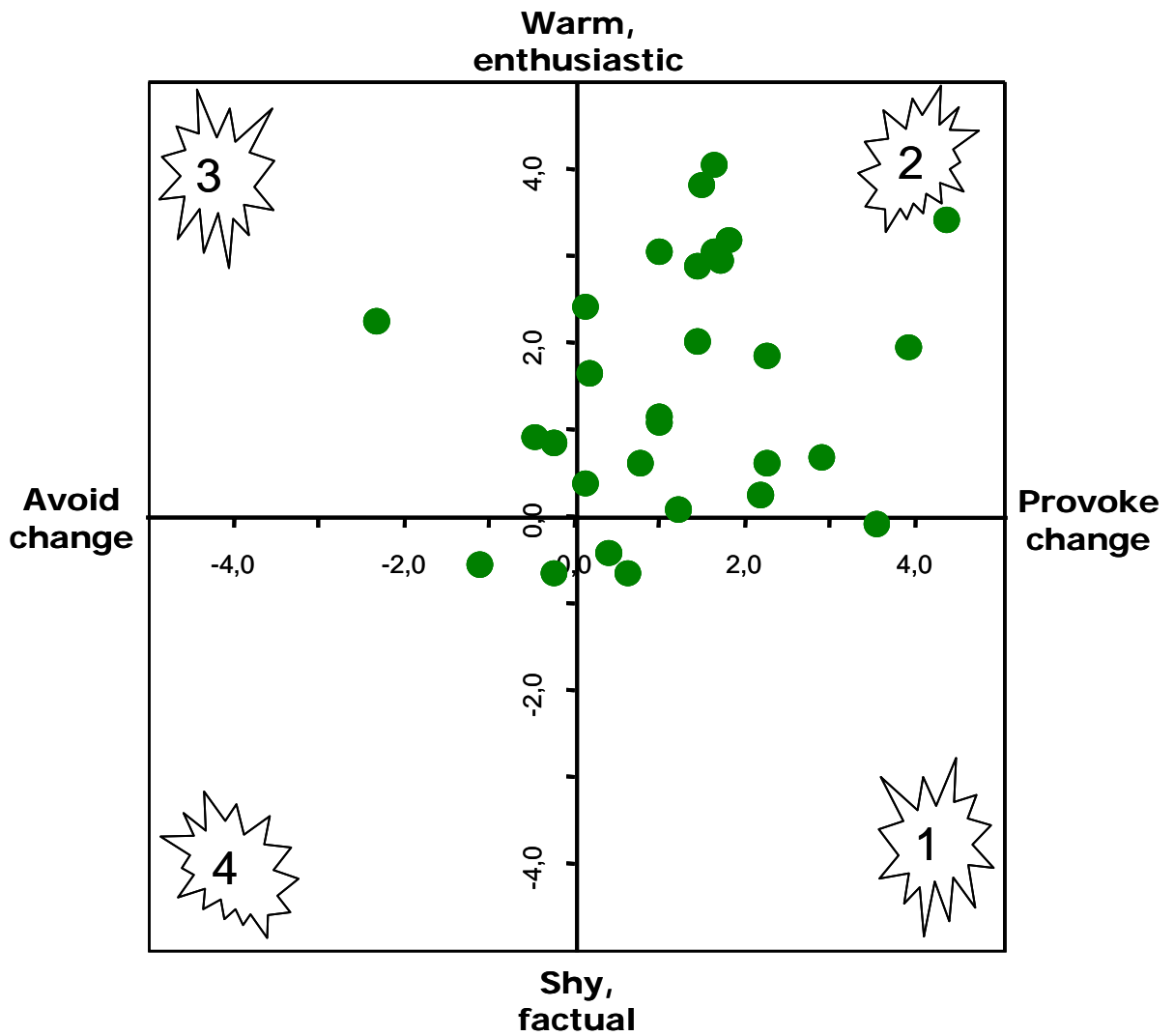
Figure 7 positions the displayed/effective leadership style of the 29 technology evangelists surveyed along two axes.

Notes

1. James Kouzes and Barry Posner, *A Leader's Legacy* (San Francisco: Jossey Bass, 2006).

2. Bernard Bass, *Bass & Stogdill's Handbook of Leadership. Theory, Research & Managerial Applications* (New York: The Free Press, 1990).

3. Abraham Zalesnik, "*Managers and leaders: Are they different?*" Harvard Business Review 55 no. 2 (1977): 67-80.

4. Jim Collins, *Good to Great* (New York: HarperCollins, 2001), 27.

5. Guy Kawasaki, *Selling the Dream. How to Promote Your Product, or Ideas and Make a Difference Using Everyday Evangelism* (New York: HarperCollins, 1991) 3-4.

About the Author

Frederic Lucas-Conwell is an organizational-development consultant and accomplished serial entrepreneur. He began his career 20 years ago in France and Japan, for MDTVision, now a division of IBM. His role would at the time be referred to as technology evangelist. In 1989 he founded a CAD/CAM company that launched innovative simulation software worldwide and served as a VAR for HP, Sun Microsystems, and IBM. The company developed quickly and was successfully sold in 1998.

Transitioning to organization and management consulting, Dr. Lucas-Conwell built the French market of PIWorldwide from a start-up. PI Worldwide is a provider of the Predictive Index - a "cutting-edge" leadership, recruitment, and organizational-development tool. Clients range from start-ups to Global 1000 companies including Disney (media/entertainment), Accor (4th largest hotel chain worldwide), Societe Generale (3rd largest corporate and investment bank in Europe), Volvo (automotive industry). His consulting activities have taken him to work with companies of the five continents and in 32 countries. During the Internet bubble he conducted the first study of the characteristics of leading French high tech entrepreneurs.

Coupled with a solid expertise in management, organization and human resources, Lucas-Conwell holds a doctoral degree in organizational Behavior, a masters degree in general economic policy and a bachelor of science degree in engineering. He is pursuing post-doctoral research into the use of personality measurements by C suite executives and HR management.

He relocated to Palo Alto, California from France in 2005 with his wife and four daughters. Frederic Lucas-Conwell can be reached at flc@growthresourcesinc.com and welcomes your feedback on this study.