



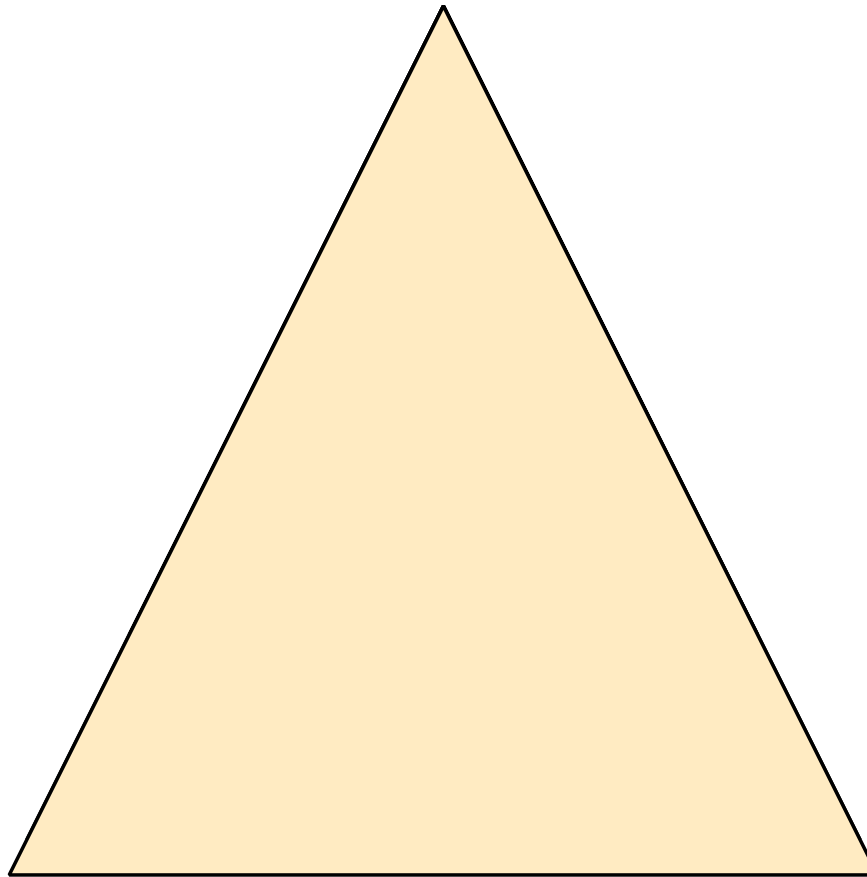
BEING THE BOSS

THE 3 IMPERATIVES *for* BECOMING
a GREAT LEADER

LINDA A. HILL
KENT LINEBACK



CHANGE & INNOVATION DO NOT
HAPPEN THIS WAY!



Source: Kanter



LEADERSHIP AUDIT 1

What *percentage* of
those in positions of authority
fail as leaders?



LEADERSHIP AUDIT 2

How *much* do these failures cost?



LEADERSHIP AUDIT 3

How *many* new leaders
will you need?



ARE YOU THE BOSS YOU NEED
AND WANT TO BE?

Performance Gap

Opportunity Gap



FROM GOOD TO GREAT...





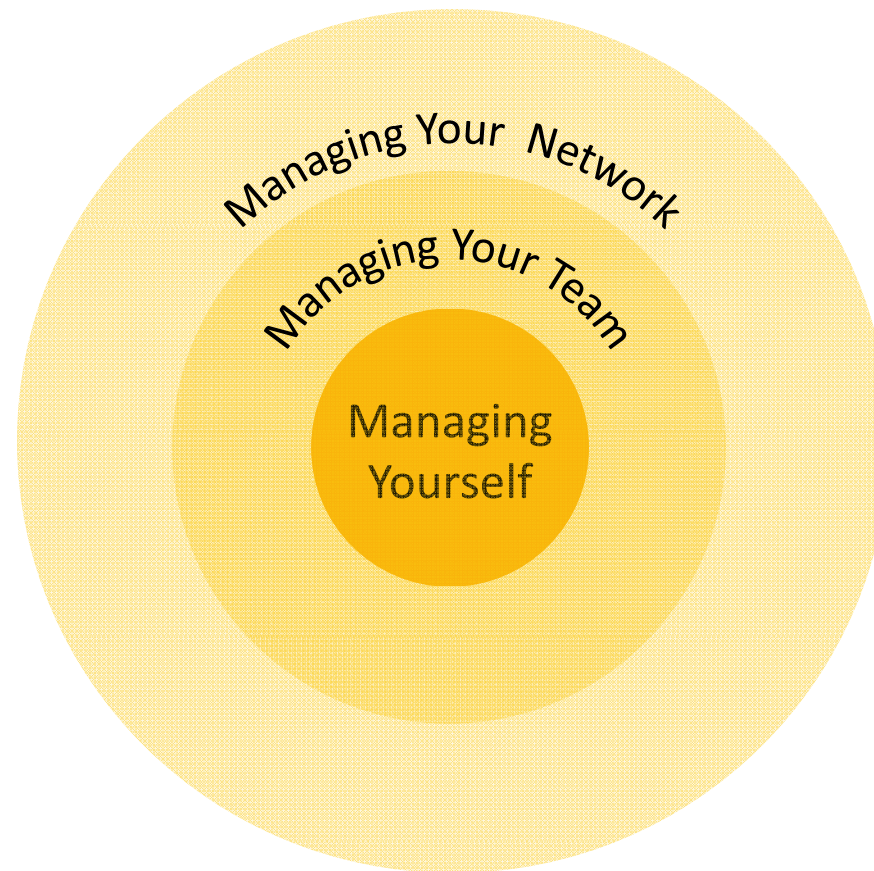
WHAT DO BOSSES ACTUALLY DO?

.....

| | Myth | Reality |
|------------------|------------------|--|
| Basic Concept | Authority | Interdependency |
| Source of Power | Formal authority | “Everything but” |
| Key Players | Subordinates | Includes those outside your formal authority |
| Key Challenges | Cope with today | Cope with today & tomorrow |
| Key Competencies | Technical | Technical, human, conceptual |
| Desired Outcomes | Compliance | Commitment |



THE THREE IMPERATIVES



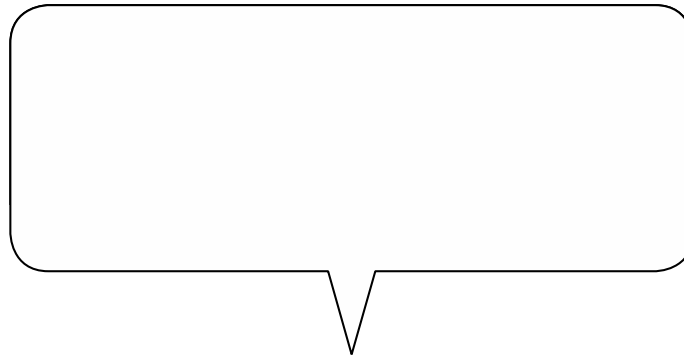
Imperative 1:

MANAGE YOURSELF



IMPERATIVE 1: MANAGE YOURSELF

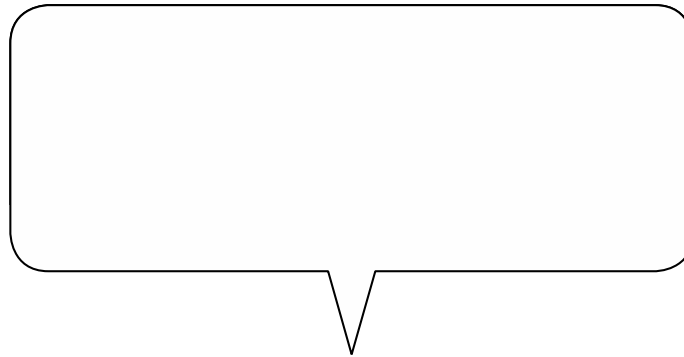
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IMPERATIVE 1: MANAGE YOURSELF

.....





CAN PEOPLE TRUST YOU?

Character + Competence = Trust

Imperative 2:

MANAGE YOUR NETWORK



CREATING THE CONDITIONS FOR YOUR TEAM'S SUCCESS

Who do you *depend* on to get the job done?

What does an *effective* network look like?

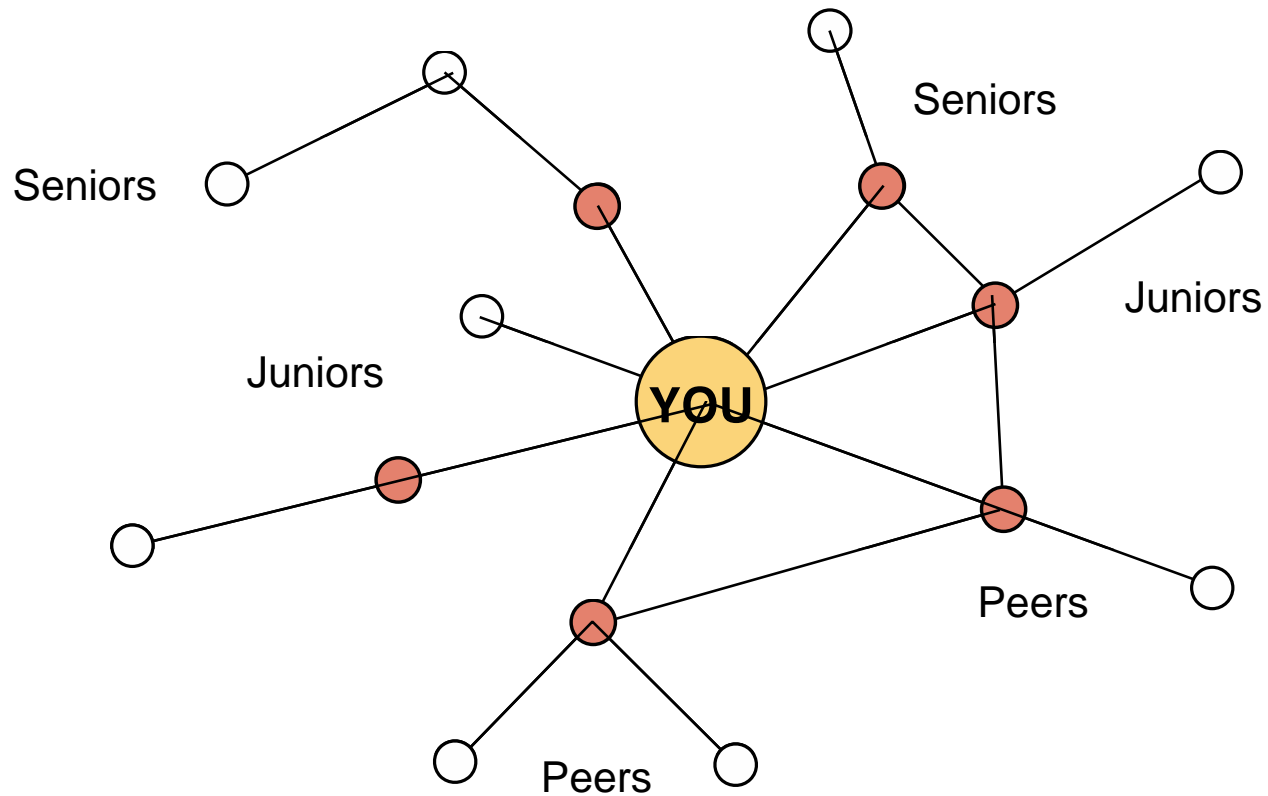
Weave your own web of *influence*.



WHOM ARE YOU DEPENDENT ON?

In Your Organization

Outside Your Organization

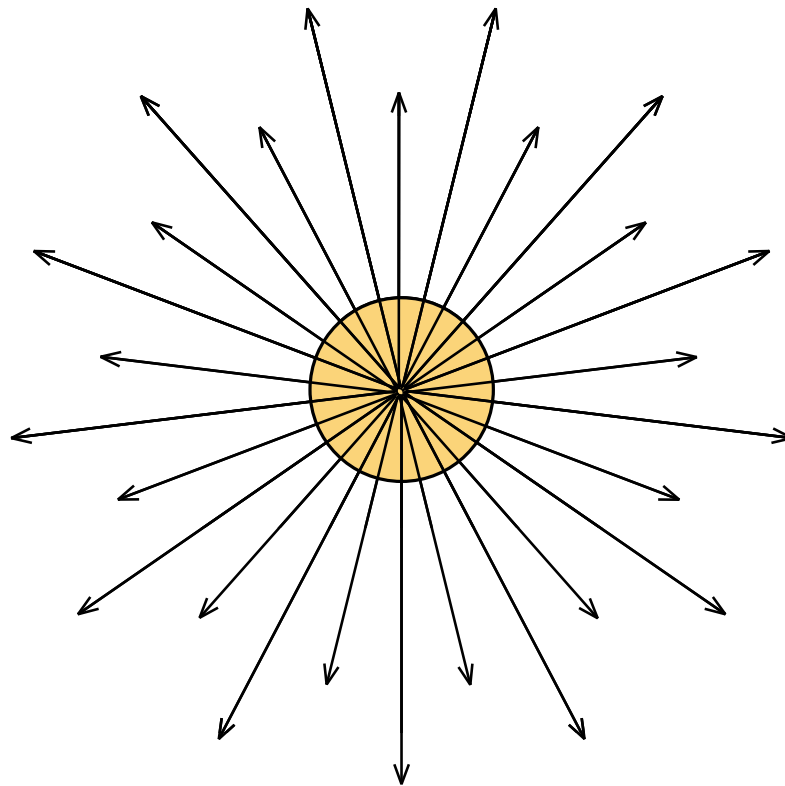




YOUR STRATEGIC NETWORK

.....

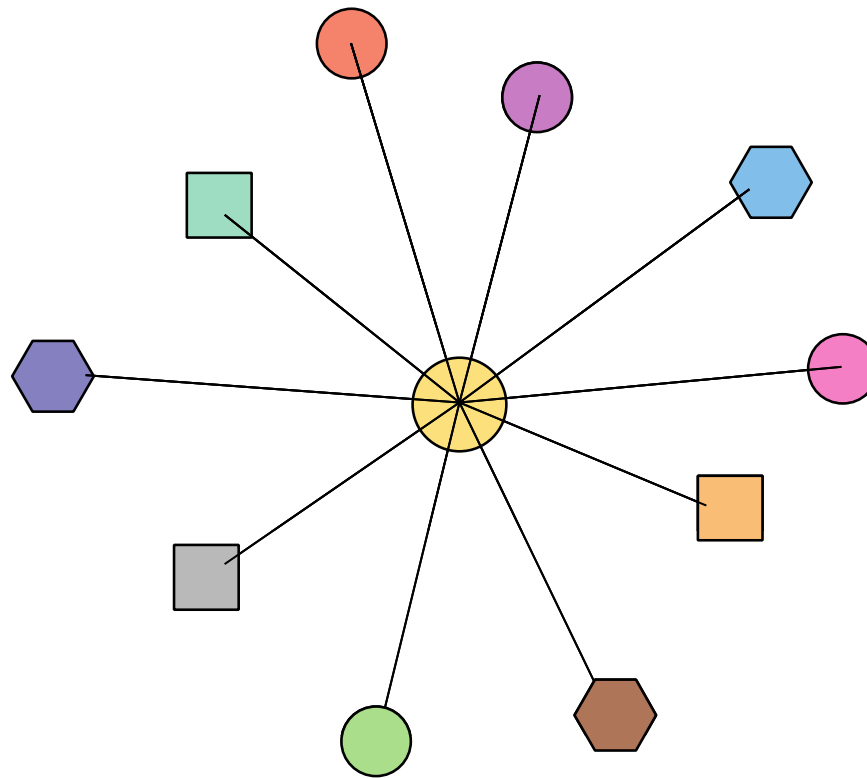
Build Outward, Not Inward





YOUR STRATEGIC NETWORK

Build Diversity





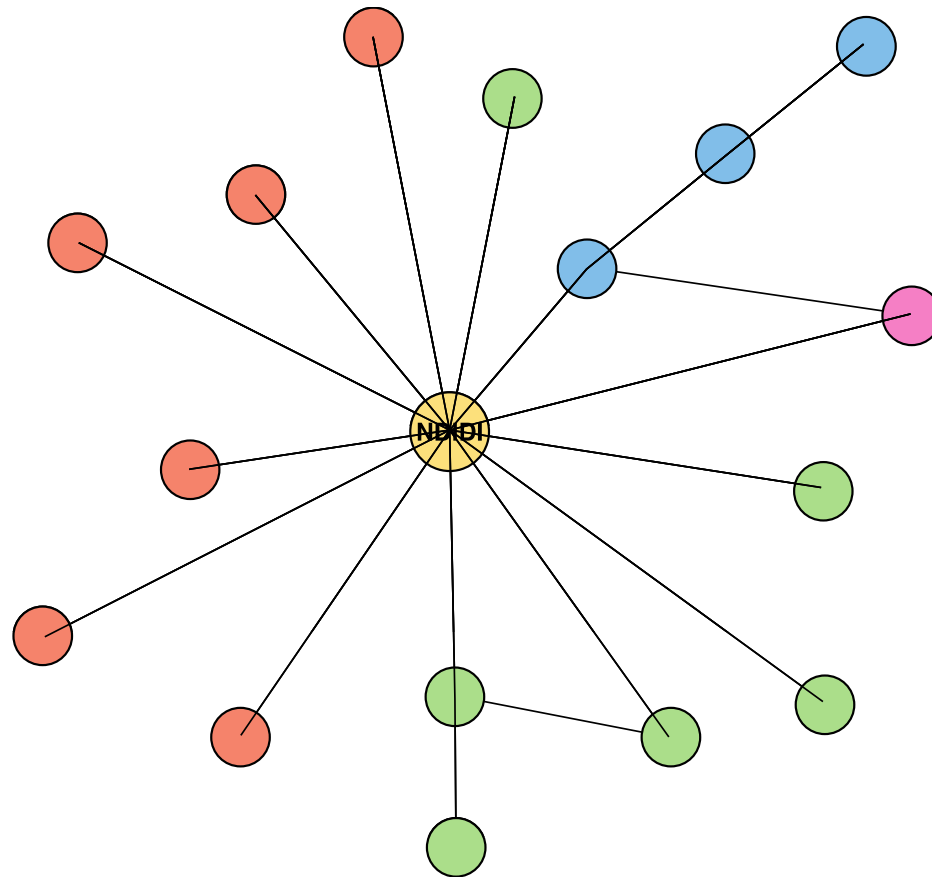
YOUR OPERATIONAL NETWORK

Describe the extent to which your relationships are characterized by the following? Scale from 1 (not at all) to 5 (a great deal)

| | | | | | |
|---------------------|---|---|---|---|---|
| Mutual Expectations | 1 | 2 | 3 | 4 | 5 |
| Mutual Trust | 1 | 2 | 3 | 4 | 5 |
| Mutual Influence | 1 | 2 | 3 | 4 | 5 |

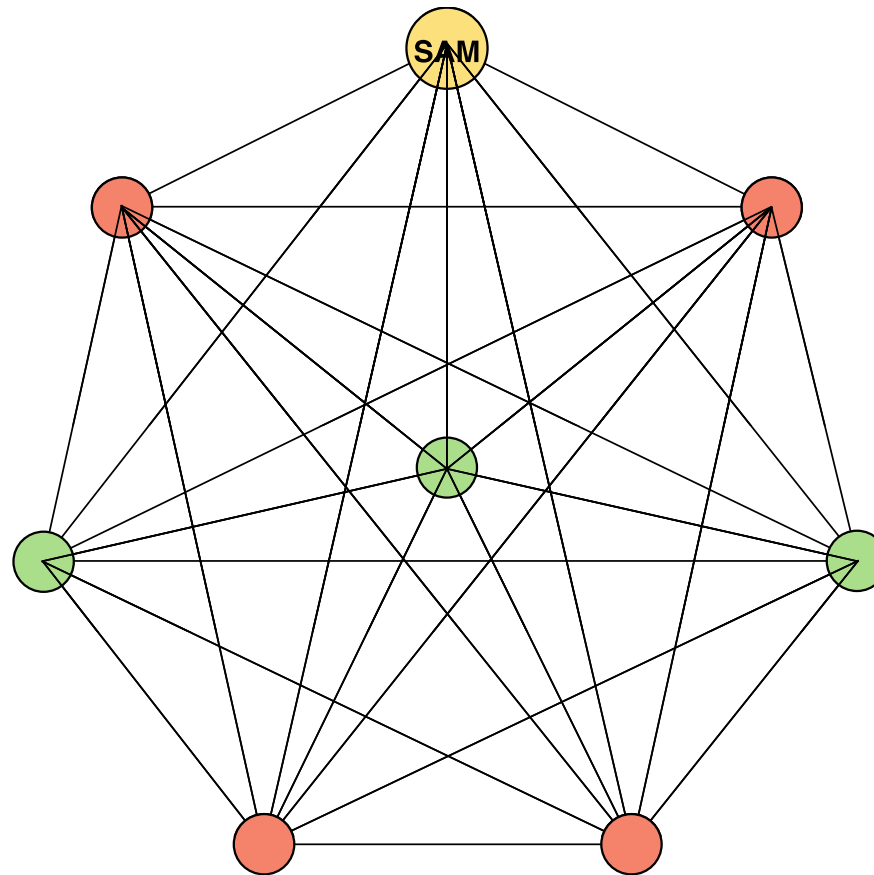


ENTREPRENEURIAL NETWORK



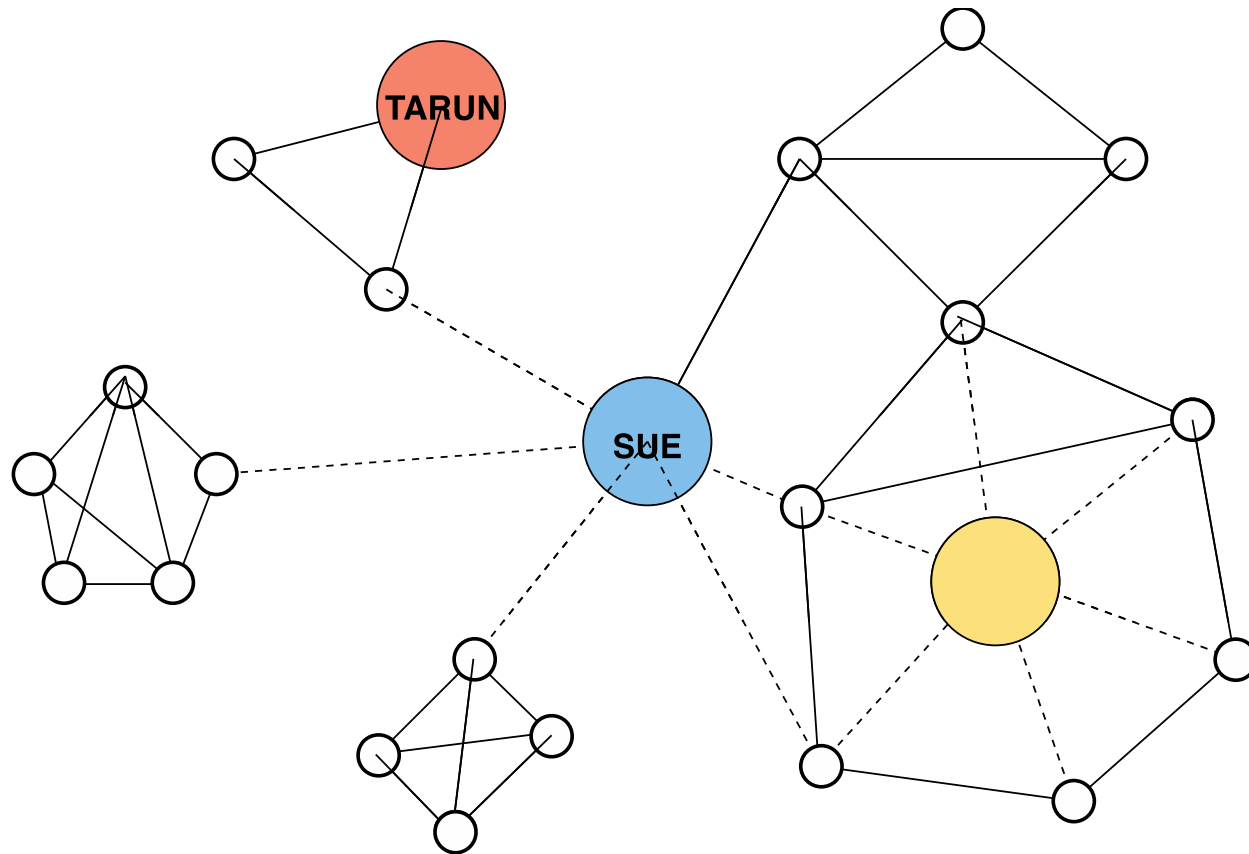


COHESIVE NETWORK





WHAT IS YOUR POSITION?





THE SPECIAL CASE OF YOUR BOSS



Building a Partnership

Imperative 3:

MANAGE YOUR TEAM



IMPERATIVE 3: MANAGE YOUR TEAM

Define the future—purpose, goals, plans

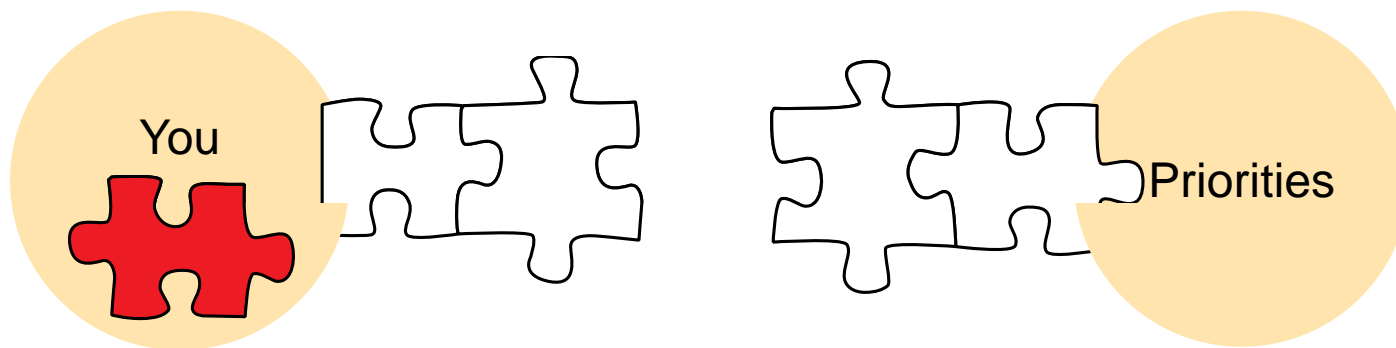
Turn the group into a team

Team members are individuals too



WHAT IS YOUR PLAN?

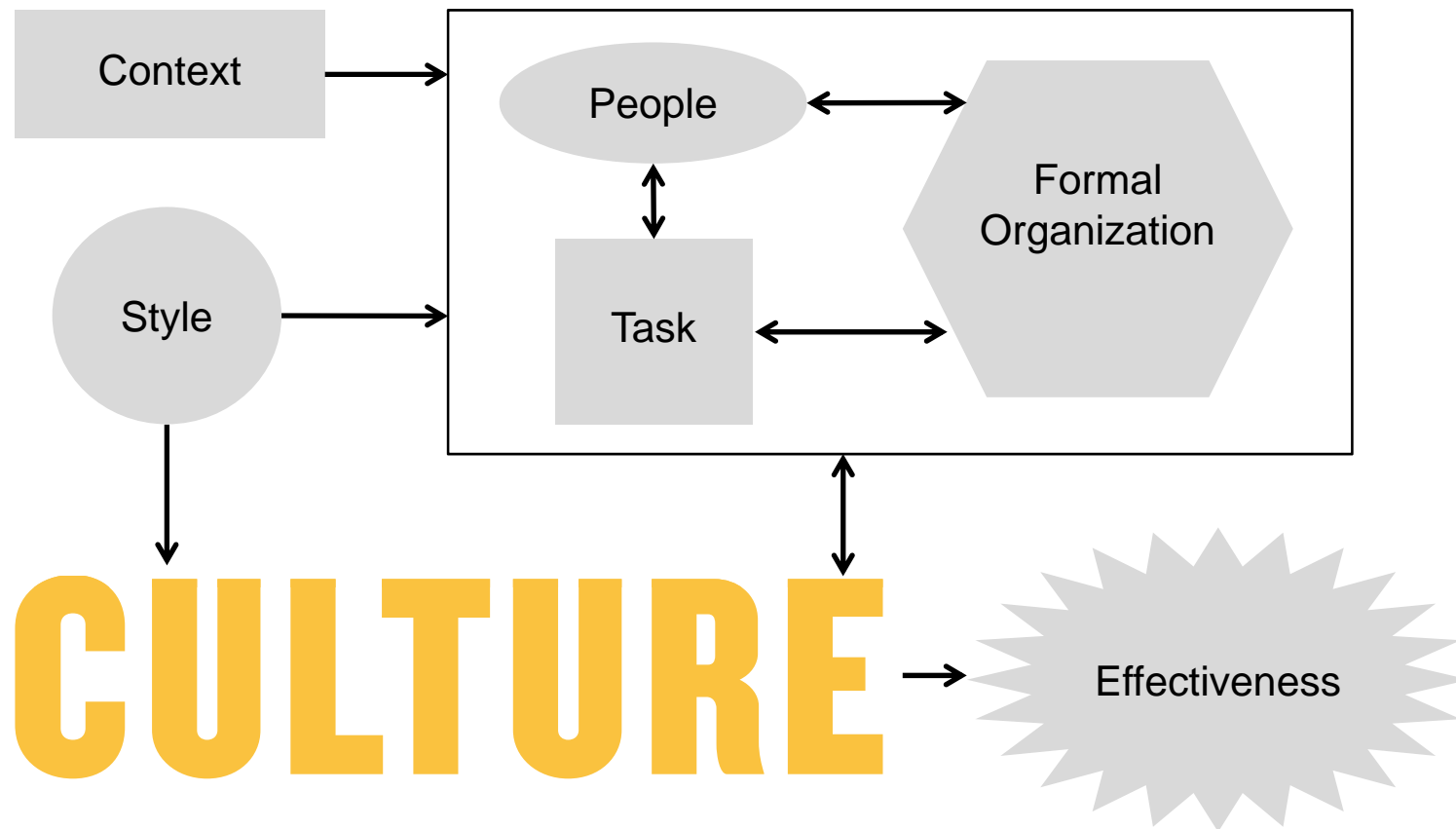
Who Did You Consult?



Who Knows?



DETERMINANTS OF CULTURE





ASSESSING YOUR PREFERENCES

| | | | | | | |
|---------------------------|---|---|---|---|---|---------------|
| Individual | 1 | 2 | 3 | 4 | 5 | Group |
| Support | 1 | 2 | 3 | 4 | 5 | Confrontation |
| Learning & Development | 1 | 2 | 3 | 4 | 5 | Performance |
| Improvisation | 1 | 2 | 3 | 4 | 5 | Structure |
| Bottom-up | 1 | 2 | 3 | 4 | 5 | Top-down |

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THE PSYCHOLOGICAL CONTRACT

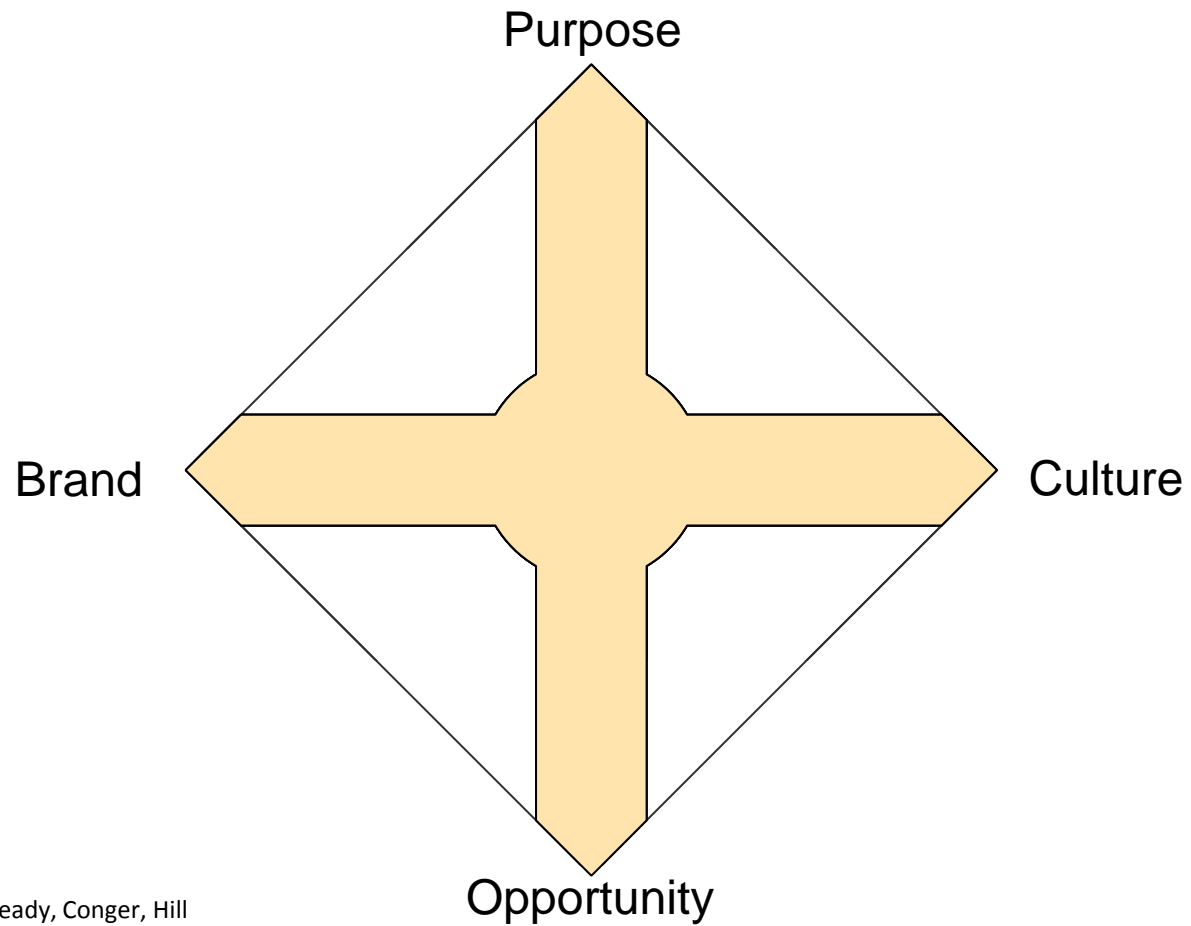
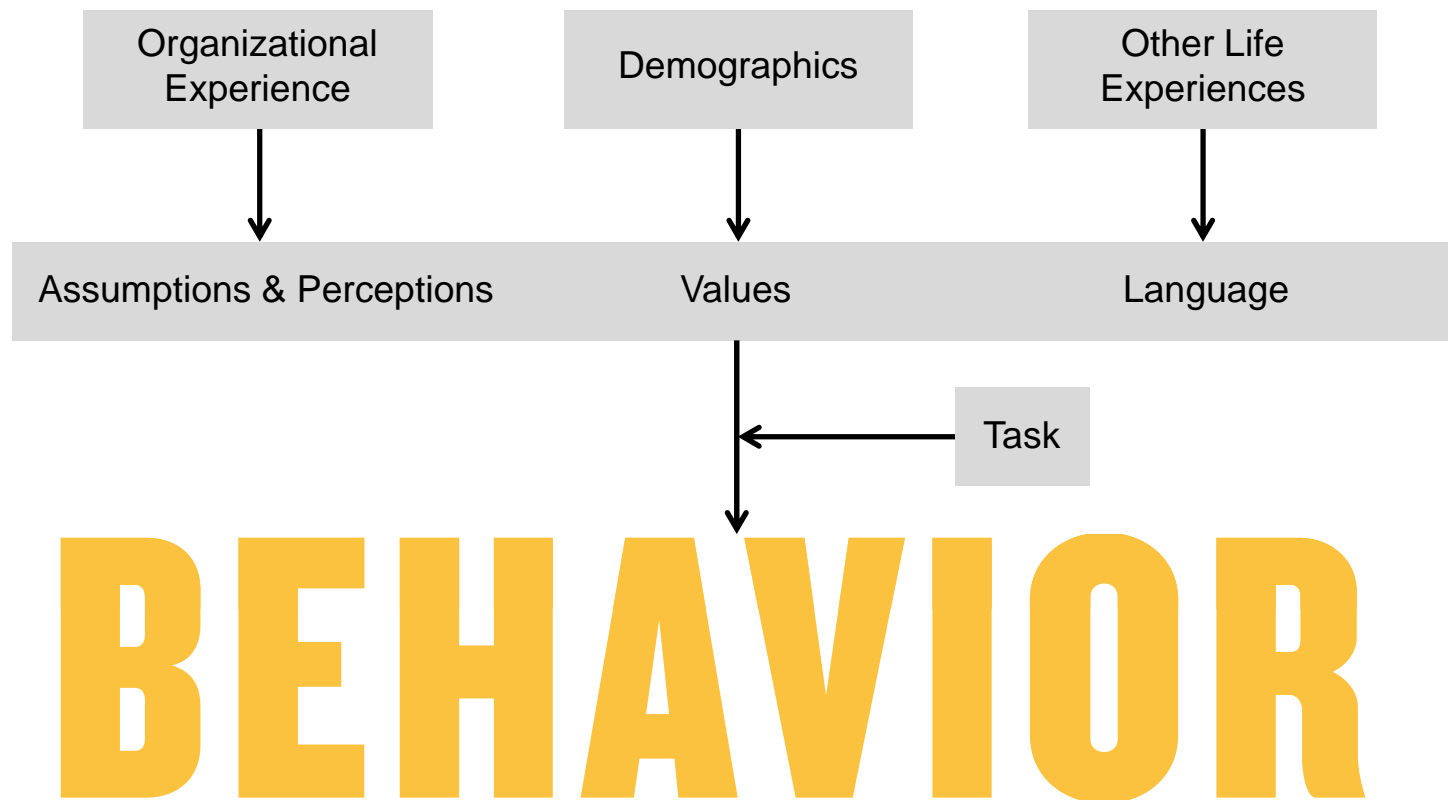


Chart © 2008 by Ready, Conger, Hill



IMPACT OF DEMOGRAPHICS ON INDIVIDUAL BEHAVIOR

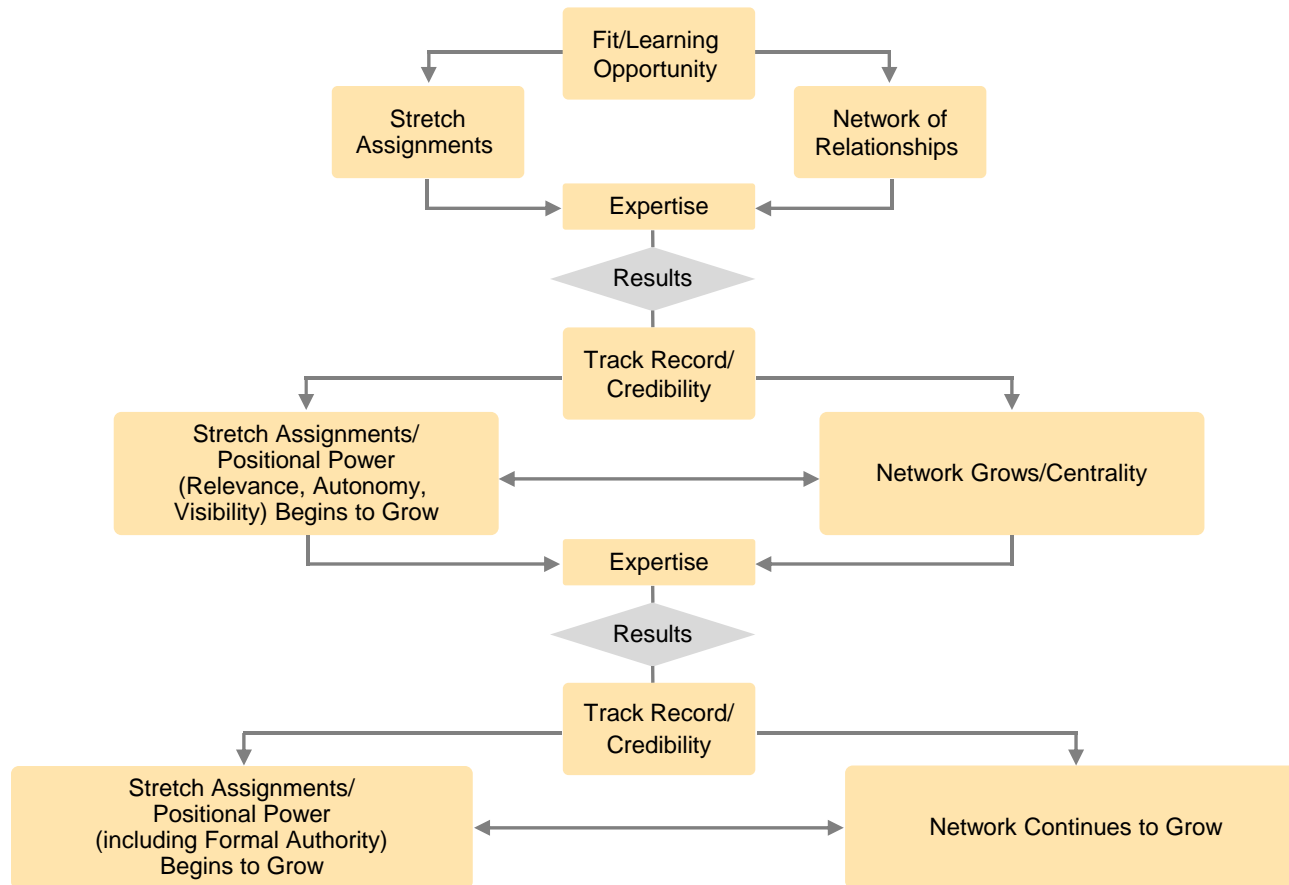


Source: Hambrick, et al.

ARE YOU THE
BOSS YOU NEED AND
WANT TO BE?



DEVELOPMENTAL STRATEGIES





DEVELOPMENTAL NETWORK

SPONSORS

Sponsorship

Coaching

Protection

Exposure

Challenge

MENTORS

Role Modeling

Counseling

Acceptance

Friendship



LEADERSHIP AUDIT 3

How *many* new leaders
will you need?

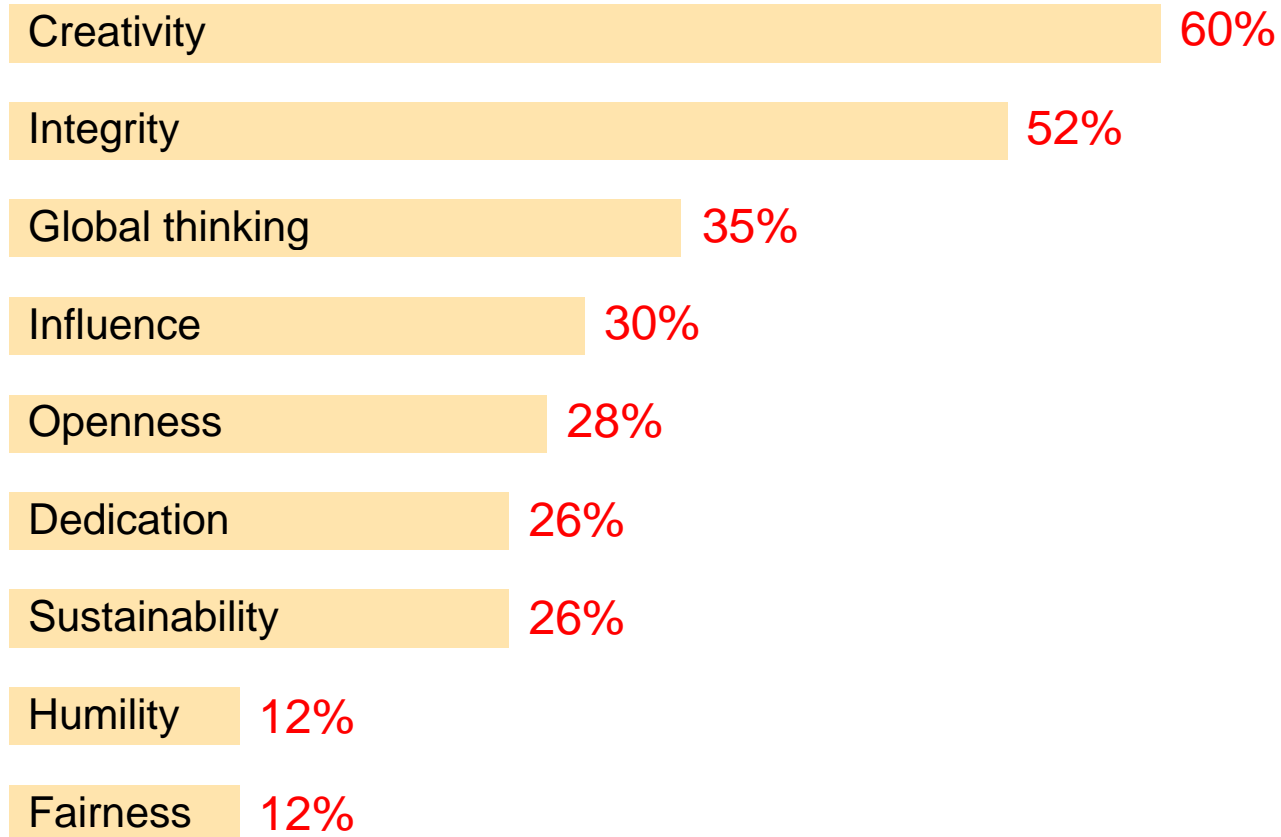


LEADERSHIP AUDIT 4

What *kind* of leader
do you need?



TOP LEADERSHIP QUALITIES



Source: IBM "Capitalizing on Complexity" Report



DEVELOPMENT OF THE FITTEST

What competencies/attitudes/values
do individuals need today and tomorrow?

What are the critical “fit” criteria?
How are they assessed?



DEVELOPMENT OF THE FITTEST

What are the key stretch assignments?
How are these assignments made?

What resources, especially relationships,
do individuals need?
Who “mentors” whom? Why?

What barriers do we need to remove?



WHERE ARE YOU ON YOUR JOURNEY

1: Manage Yourself

Do you avoid the traps of authority and
friendship?

Do people trust you?



WHERE ARE YOU ON YOUR JOURNEY

2: Manage Your Network

Do you proactively build and maintain strong relationships with those your team is dependent on?

Do you use your networks for mutual benefit?



WHERE ARE YOU ON YOUR JOURNEY

3: Manage Your Team

Have you addressed performance
& opportunity gaps in your plan?

Built a real team with a compelling purpose?

A culture that supports your
team and its purpose?

Do you recognize team members
as individuals too?



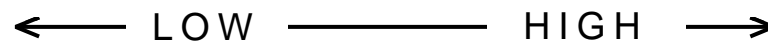
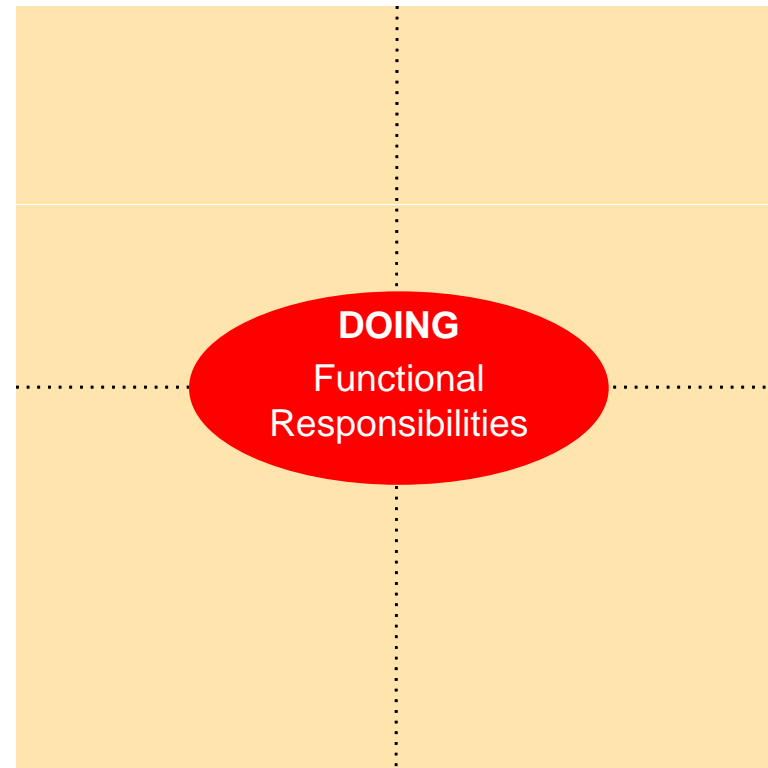
YOUR ROLE

Leading

- Setting Direction
- Aligning and Communicating
- Motivating and Inspiring

Managing

- Planning and Budgeting
- Organizing and Staffing
- Controlling and Problem Solving





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HARVARD BUSINESS REVIEW PRESS