

intelliVen

Intelligent Strategies. Successful Ventures.

Manage To Lead: Seven Truths to Help You Change the World

Peter F. DiGiammarino

VCIC

June 11, 2014

Copyright 2014 IntelliVen, LLC and Peter F. DiGiammarino.
All rights reserved. Quotation, reproduction or transmission is prohibited
without written permission from IntelliVen, LLC and Peter F. DiGiammarino

Long-term performance and growth comes with continuous and balanced development of actions in accord with seven truths.

Truth. An organization exists to solve a problem for people.

Action.
Get Clear

Know whose problem you solve, how, and how well.



IntelliVen

30

Truth. It takes a team.

Action.
Get Aligned

Decide what kind of leader to be and collect followers.



IntelliVen

31

Truth. It's ok to do what you like and are good at.

Action.
Focus

Act intentionally, persist variously.



IntelliVen

34

Truth. Growth is good.

Action.
Grow

Grow to increase value, impact, and opportunity.



IntelliVen

35

Truth. Context matters.

Action.
Plan Change

Decide what must change, why, and how.



IntelliVen

32

Truth. No leader succeeds alone.

Action.
Get Help

Build a board. Retain Experts. Get a coach.



IntelliVen

34

Truth. It pays to pay attention.

Action.
Do & Review

Take action. Review what happens.



IntelliVen

33

Truth. It takes a team.

Action.

Get Aligned

Decide what kind of leader to be and collect followers.



Draw a stick figure of :
“A leader in action”.

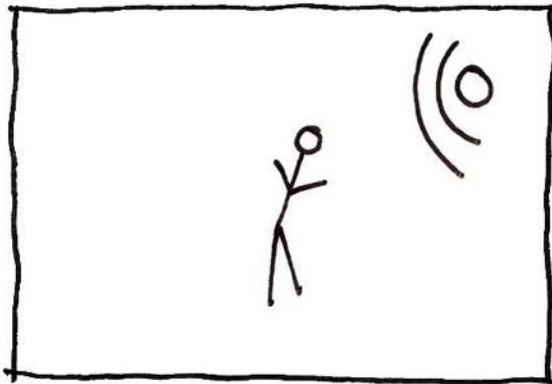
Work in groups of five and present your figure of a leader in action

Present one of the figures from each group to the entire session

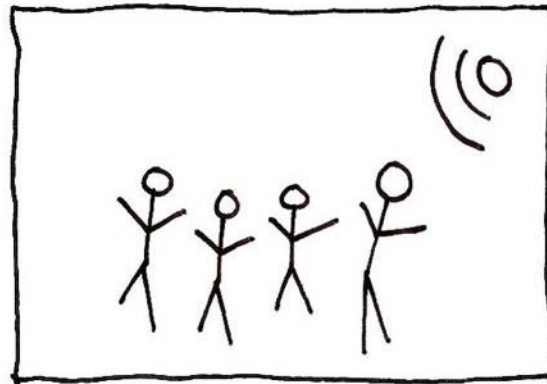
The Leader's Job



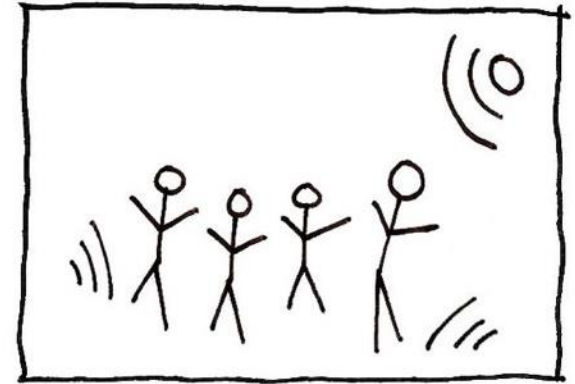
Set Direction



Align Resources



Motivate Action

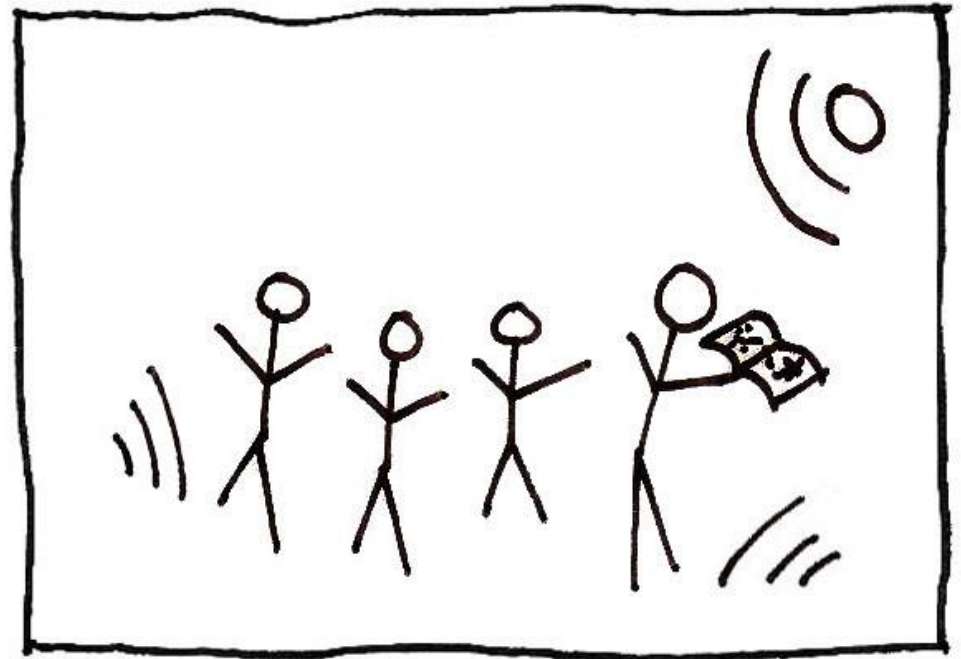


The Leader's Job



In other words,
a leader...

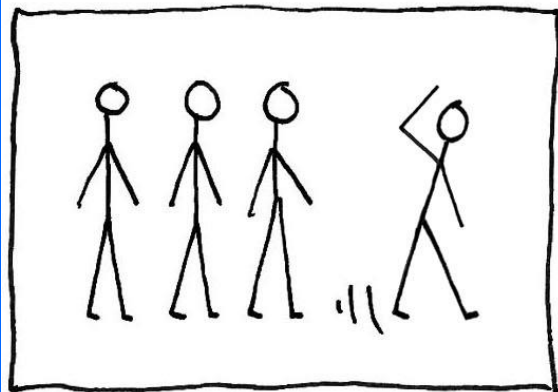
- develops
 - holds
 - nurtures
 - communicates and
 - drives to achieve
- ...a vision.



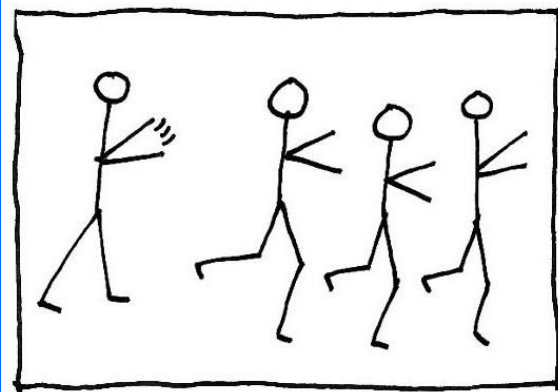
Decide what kind of leader to be.



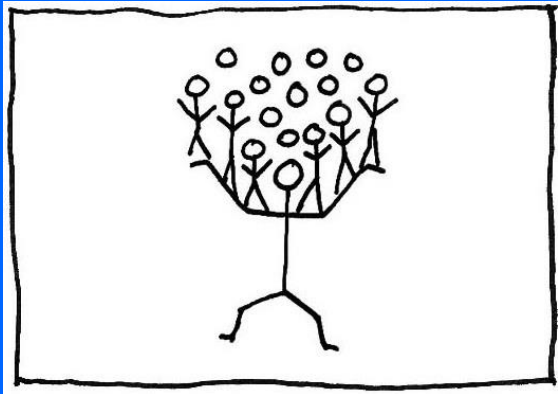
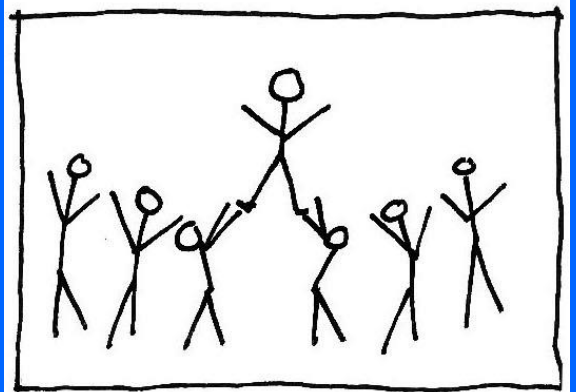
SERGEANT: follow me



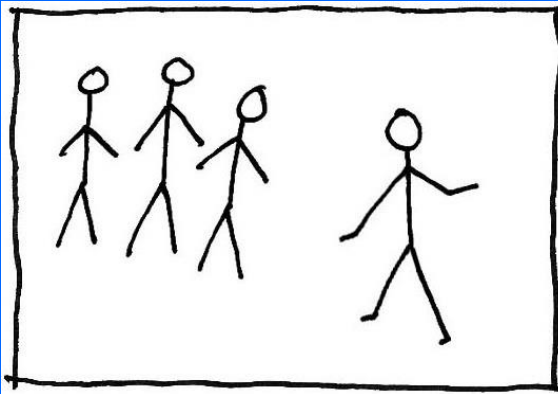
HERDER: get along



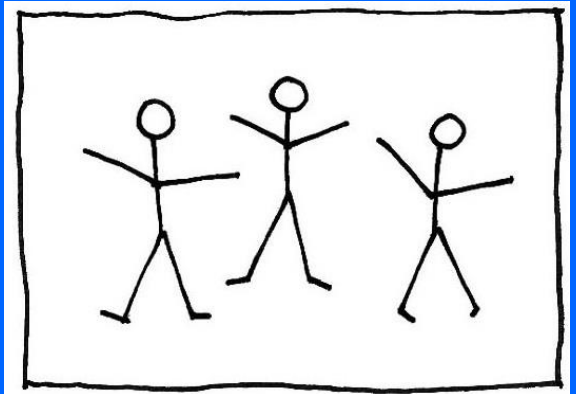
ICON: team carries leader



HERO: leader carries team



TEACHER: come along



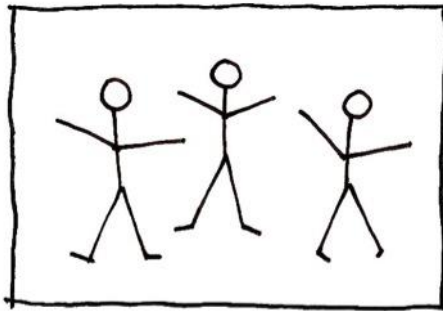
LEAGUE: team of leaders

Consistency and predictability add to the odds of success.

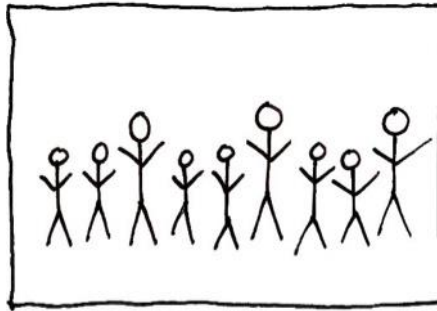
And different styles work best given:

- Mission,
- Talent,
- Timing, and
- Leader orientation.

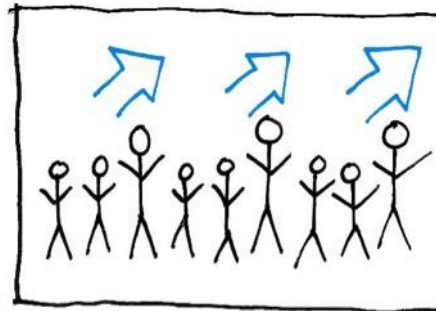
Align leaders for synergy.



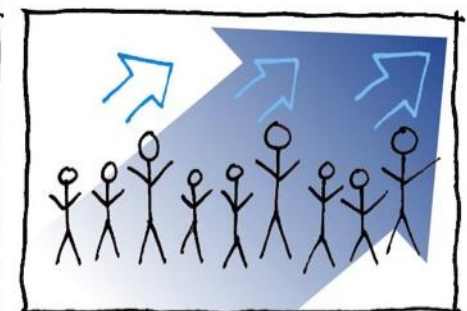
Team of leaders



Each leader has **aligned followers.**



Each leader's team is pulling in the **same direction.**



Team of aligned teams all pulling in the same direction creates **a force to be reckoned with.**

Align Leaders for Success



3-7 top execs aligned to accomplish objectives as a cohesive unit:

- with established relationships
- with desire, drive, capacity, and competence
- with complementary skills and compatible orientations
- with instinct and innate drive to work with each other
- who give credit for success to everyone else
- who are driven to grow and empower others over time



Work Problem: The Overrun CTO

Background

- You are the CEO, newly hired by one of the world's largest and most prestigious private equity investment companies, to lead the management team of a 26-year old, 100-person, \$15M in annual revenue firm with 23% EBITDA margin. It has been made abundantly clear that your mission is to guide the organization over the next five years to:
 - Double annual revenue and headcount
 - Increase EBITDA margin to the mid 30% range
- The plan is to then sell the firm to produce a 3-4X return on the owner's \$20M investment having nearly paid off \$30M in debt. You and the members of your top team have each personally invested over \$100K of their savings in the venture.



Problem 3: The Overrun CTO

Problem

- Five Days after taking the helm, the firm's venerable 36-year old Chief Technology Officer (CTO), around whom the firm is built, abruptly comes through your door at the point of tears.
- She tells you that it may be best for her to quit because the new 34-year old Chief Operating Officer (COO), who created the opportunity for a change in ownership, is inserting himself in work matters that everyone knows are her purview even though he is not the least bit technical (though he is an engineer with an MBA). She says this is embarrassing, disempowering, and that she may just not be needed in the new era.
- Everything has to go well to achieve the investor expectations and for you and your top team to not lose personal investments and to, instead, generate substantial wealth. Consequently **you cannot afford to lose the CTO.**
- What do you do if you were the CEO, an inside helper to the CEO, or an outside helper to the CEO?

In groups based on which the three perspectives you took discuss what you would do.



Problem 3: The Overrun CTO

Possible Answers

- Comfort the CTO; express sympathy.
- Meet separately with the COO and the CTO to draw them each out and to figure out a good solution.
- Bring the COO in and meet with them both now.
- Meet with both later.
- Gather more information.
- Tell the COO to shape up.
- Tell the CTO that you really need her.
- Tell the CTO to toughen up.
- Tell the CTO she'll just have to learn to live with it.
- Tell the COO and CTO more clearly what you expect from each of them.



Problem 3: The Overrun CTO

Problems with possible Answers

- Many do not say what the CEO must do right then and there when the situation presents itself.
- Most put the onus for follow-up in the hands of the CEO.
- While there is a strong temptation for the leader to step in to drive, broker, or otherwise provide a solution as it makes him/her feel powerful, useful, and important, the risk is that subordinates become dependent upon the CEO for even routine matters.



Problem 3: The Overrun CTO

Alternative Approach

- Nudge a box of tissues in the direction of the CTO but do not mention her tears; consider them data to suggest that the situation is serious and indicate anger (see [this link](#) on the subject of tears at work).
- Ask the CTO if she has expressed her concerns directly to the COO. Likely she has not. Encourage her to do so. Explain that she faces a significant opportunity to grow as an executive and that it would be a shame to miss out on it. Also ask her to think about:
 - How other great leaders with whom she is familiar might handle such a situation.
 - Whether or not this is a rare situation or if it is likely to occur again in her current position or might it even be more likely in a position at another company.
- When she leaves your office, immediately call or go see the COO to advise him that it is imperative he hear out the CTO and work out clear roles and responsibilities between them.
- Follow up with each and both together to be sure they have met and talked to sort out who is responsible for what going forward and to be sure that they are working well together.
- Encourage them to: discuss with you, with each other, and with their teams what they have learned from the experience about how to resolve uncertainties in role clarity. Encourage dialogue to turn what they have been through into a living model of how role clarity can, and should, be achieved.



Leader responsibilities

The top person, at every stage of evolution, is expected to:

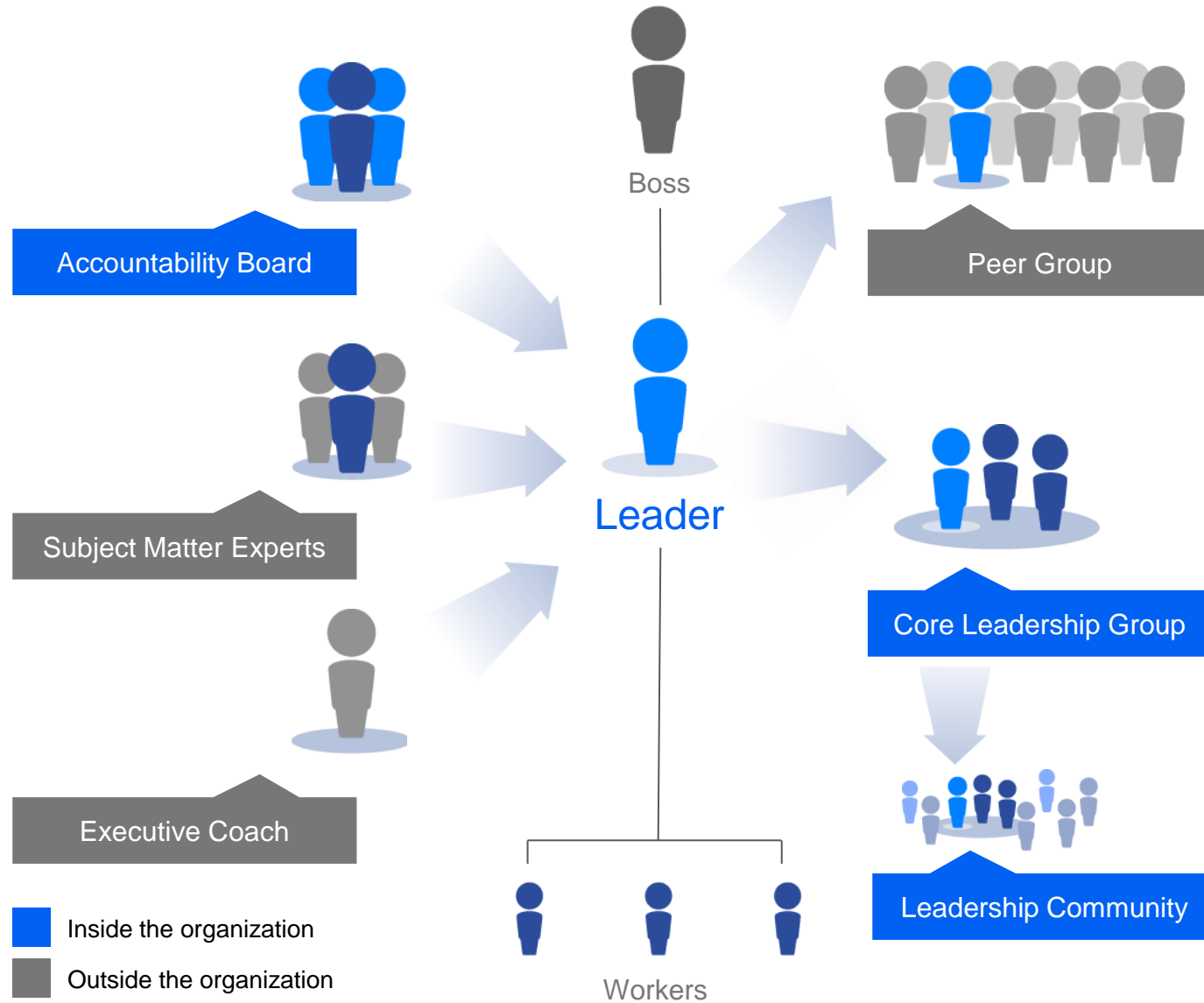
- Set direction, align resources, and motivate action. Said another way, the CEO's job is to: develop, hold, nurture, communicate, and drive to achieve a vision.
- Keep the mission, long-term vision, and operating status, relative to performance plans, goals, and objectives, clear and visible to stakeholders inside and outside the organization.
- Manage, nurture, and productively employ relationships with outside stakeholders including board members, investors, lenders, partners, donors, advisers, suppliers, community leaders, recruits, and employee families.
- Take care of and deploy organization assets (e.g. people, money, knowledge, data, methods, intellectual property, equipment, etc.) in order to maximize the assets' contributions to achieve the best possible results.
- Find and develop opportunities for step-function increases in growth, performance, and impact such as new markets, new partnerships, new products, acquisitions, new methods, new systems, new resources, etc.
- Identify and drive what is most important to change next.
- Do what absolutely has to be done that no one else can possibly do, whether it is to resolve critical operating issues, sweep floors, or plug-in the coffee pot!

Think of a time when you
are/were a leader.

What could/did you do to increase the
odds of better results sooner?



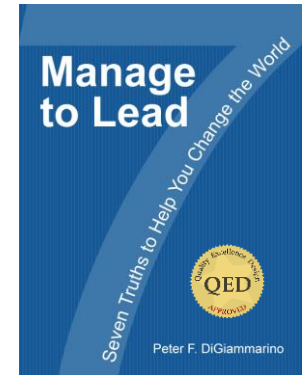
Support Structure for Success



Wrap-up

- Share an example of an upgrade to your thinking from today's session.
- What did you notice when working with others today?

IntelliVen Resources



Free to all:

- [Subscribe to IntelliVen blog](#)
- Follow [@intelliven](#)
- [IntelliVen templates](#)
- [Front-matter, chapter on Inking](#)
- Today's slides and recording

Free to today's attendees:

- [PDF of front-matter, one chapter, and appendix sample](#)
- [Course syllabus, reading list, windows of time, PDF of slides, grading guide](#)
- [First 90-Minute Executive Session](#)

Fee based:

- [CEO advising, coaching, training](#)
- [Management Team Workshops](#)
 - [Strategy Development](#)
 - [Initiative-to-Action](#)
 - [Contracting and Governance](#)
 - [Culture Development](#)
- [Manage to Lead Workbook](#)
 - [Interactive, digital title from Inking](#)
 - [Softcover or e-Book from Amazon](#)
- [Manage to Lead Course](#)
 - [Classroom](#)
 - [Teacher Training \(if interest\)](#)
 - [Electronic \(under consideration\)](#)

Thank you.

Subscribe www.intelliven.com

Follow @intelliven