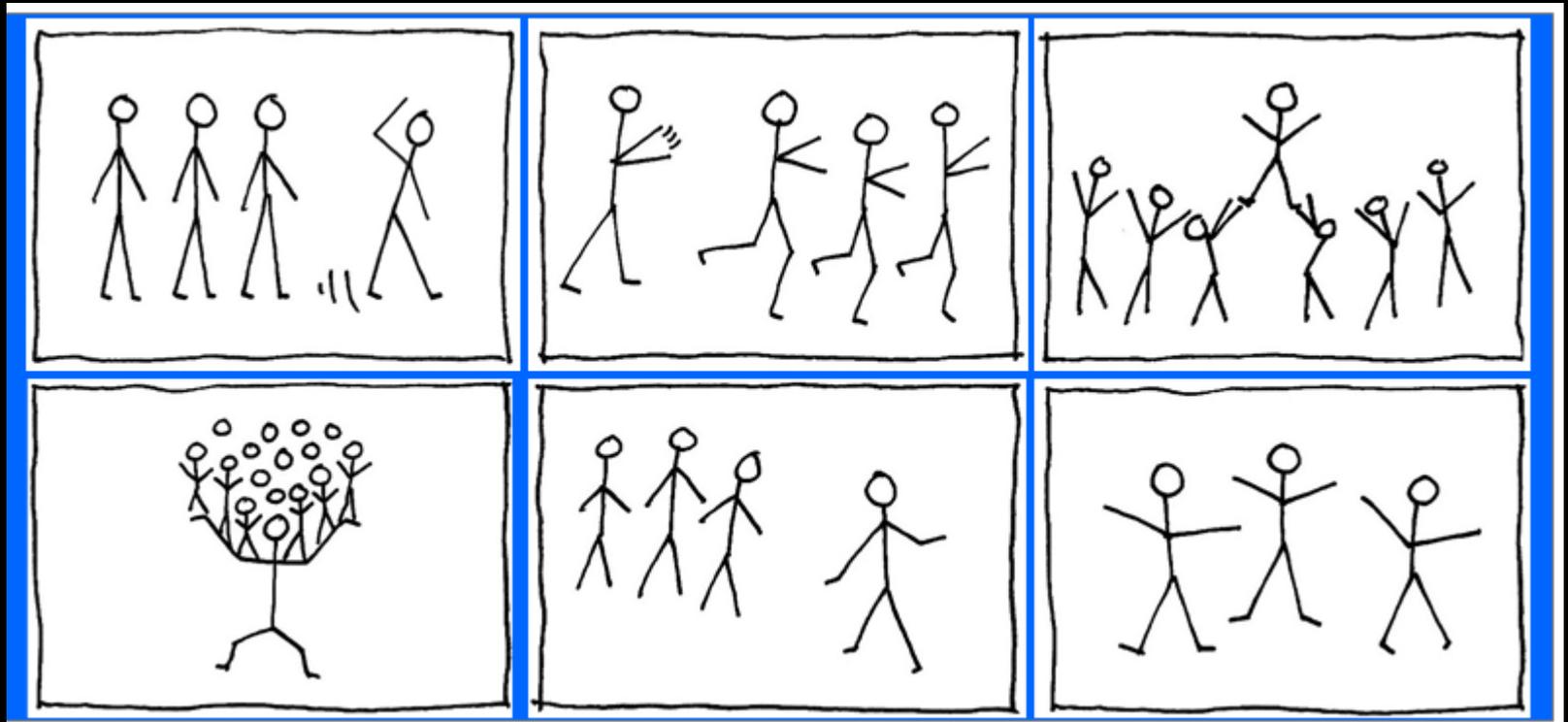


# intelliVen

Intelligent Strategies. Successful Ventures.



# Leading Change Workshop: Decide what kind of leader to be and collect followers!

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USF MSOD

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# To Do Ahead

- Draw and bring to the session a stick-figure of “A Leader in Action”
- Recommended:
  - Visit [www.intelliven.com](http://www.intelliven.com) and skim through its blog, templates, videos and whatever else interests you.
  - Subscribe or follow to receive future posts.
  - Register at [www.inkling.com](http://www.inkling.com); download and read the free chapter ***Get Aligned*** from ***Manage to Lead: Seven Truths to Help You Change the World.***

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



*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”.

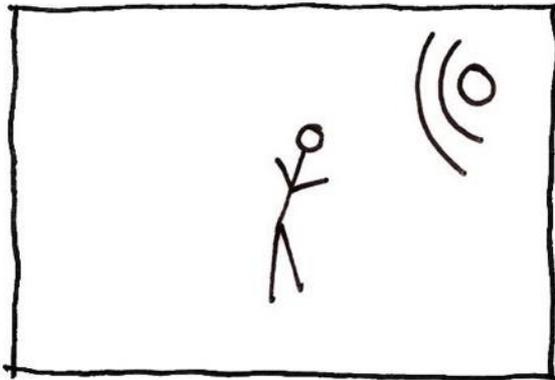
Work in groups of five and present your figure of a leader in action.

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

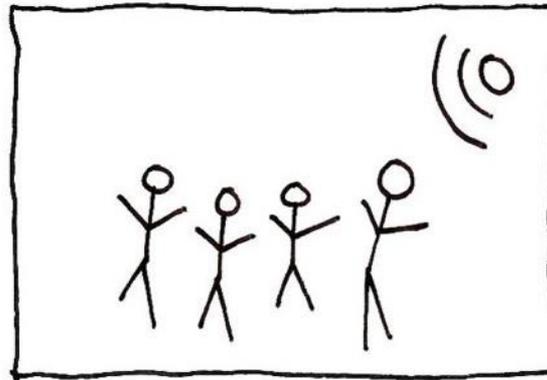
# The Leader's Job



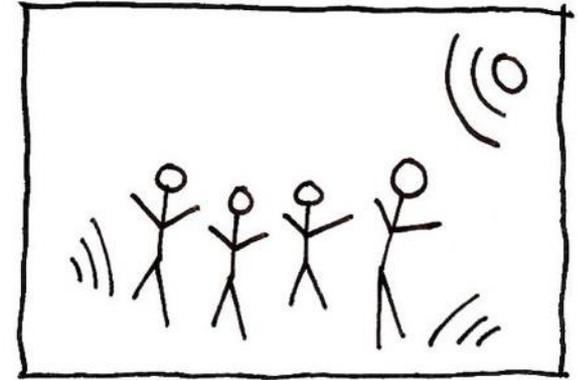
Set Direction



Align Resources



Motivate Action



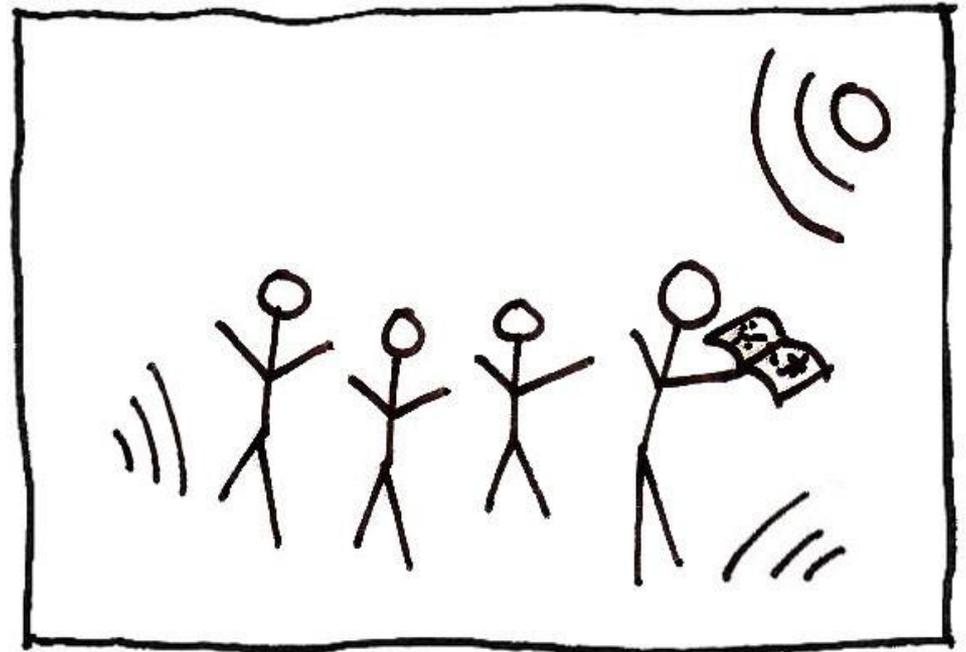
# The Leader's Job



In other words,  
a leader...

- develops
- holds
- nurtures
- communicates and
- drives to achieve

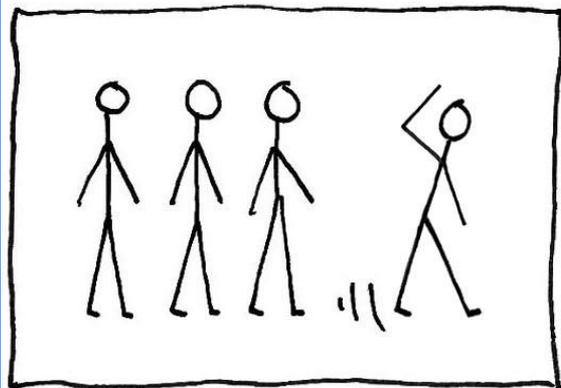
...a vision.



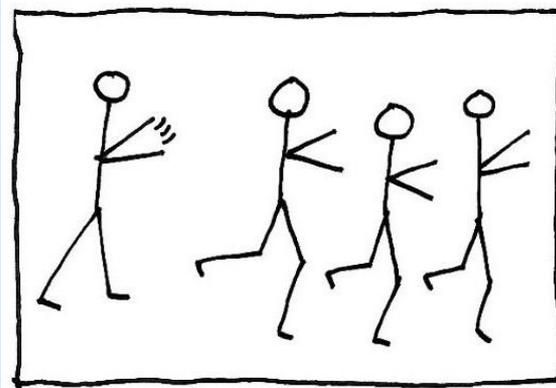
# Decide what kind of leader to be.



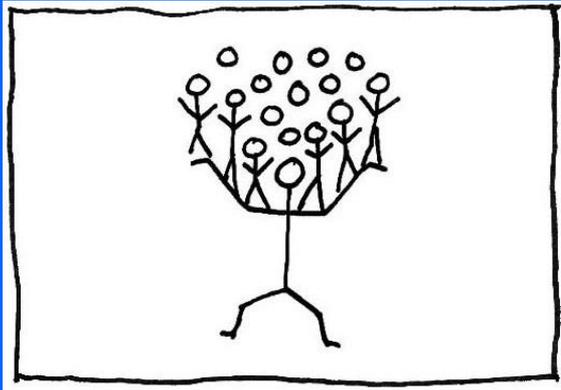
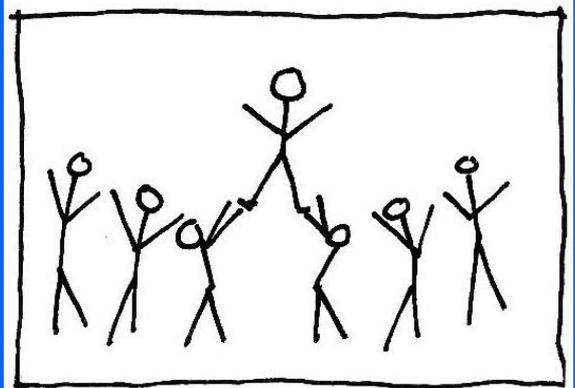
**SERGEANT:** follow me



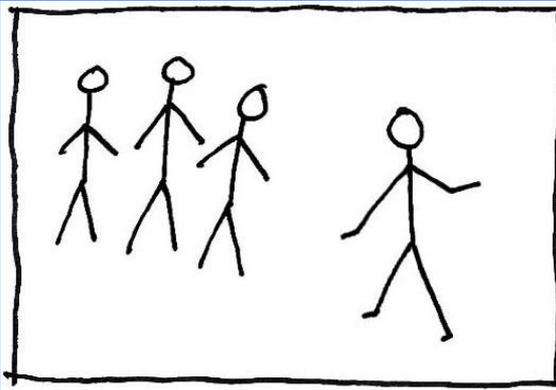
**HERDER:** get along



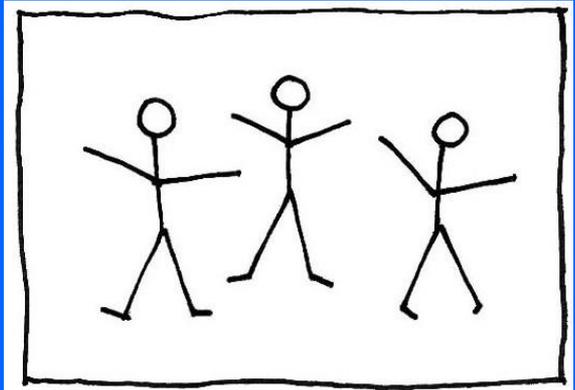
**ICON:** team carries leader



**HERO:** leader carries team



**TEACHER:** come along



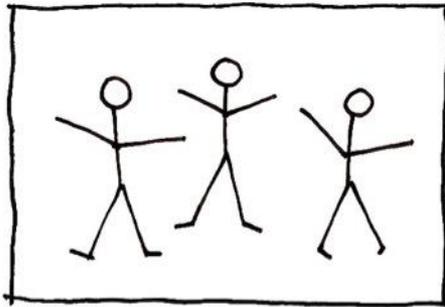
**LEAGUE:** team of leaders

*Consistency and predictability* add to the odds of success.

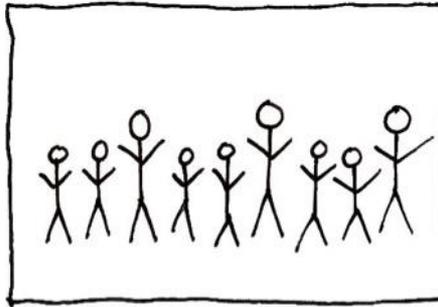
And different styles work best given:

- Mission
- Talent
- Timing
- Leader orientation

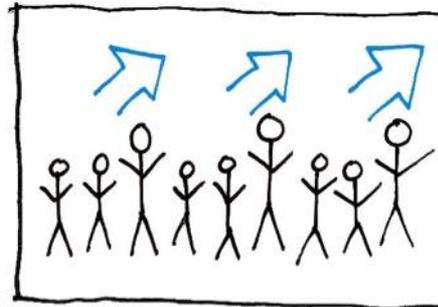
# Align leaders for synergy.



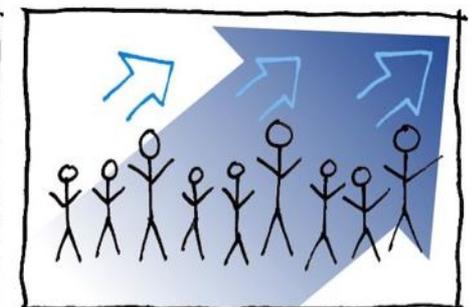
**Team** of leaders



Each leader has **aligned followers.**

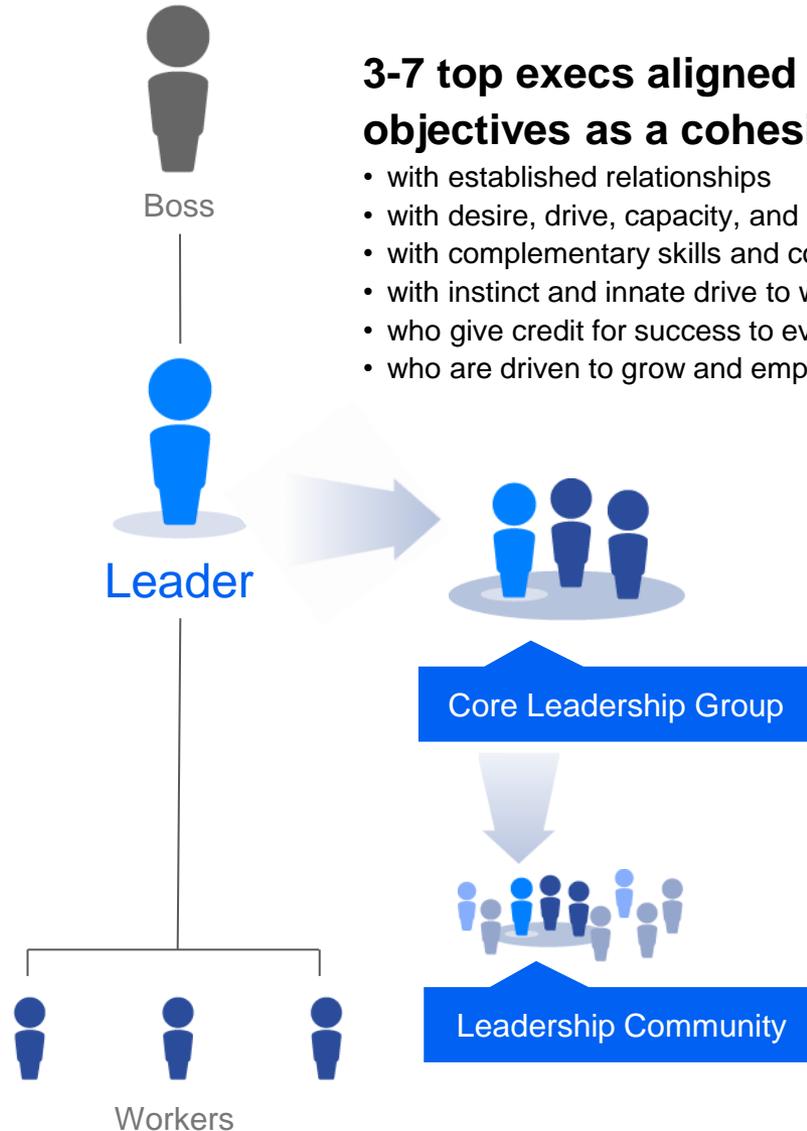


Each leader's team is pulling in the **same direction.**



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?

# Ten minute breakout session

Reconvene groups of five and ask each to:

Decide whether to assume the role of:

- The CEO

- An internal consultant to the CEO

- An external consultant to the CEO

Discuss and decide what ***exactly***, in the chosen role, is to be done next in the situation described.

# In full session:

- Ask how many decided to adopt each of the three perspectives and discuss what there is to notice about who and how many decided to be what kind of leader.
- Invite one, two, or three groups to share what they decided to do.
- *If time permits:* Invite one group to convince another group that their decision is best



# Problem 3: The Overrun CTO

## Common 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

## An Interesting 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.

# Wrap-up

- Share an example of an upgrade to your thinking from today's session.
- What did you notice when working with others today?
- If you found this session interesting, consider signing up for OD-699 Leading Change: Organization Analysis and Strategy.

# Thank you.

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