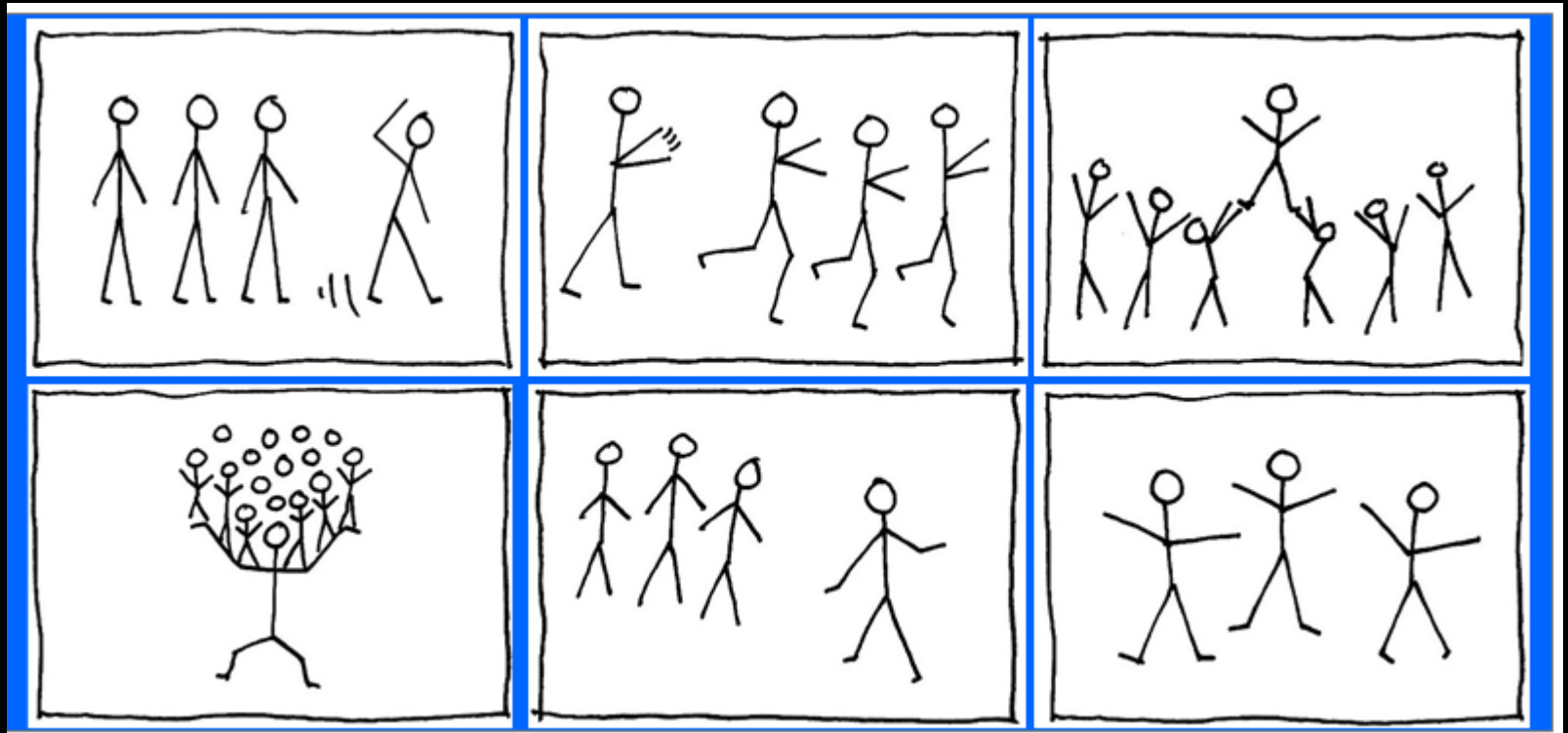


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Intelligent Strategies. Successful Ventures.



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

Peter F. DiGiammarino

FourCito

May 12, 2015

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To Do Ahead

- Draw a stick-figure of “A Leader in Action”
- Read and work together on a response to The Overrun CTO Case (below)
- View this [Seven-minute summary of Manage to Lead: Seven Truths to Help You Change the World.](#)

A leader improves the odds of achieving full potential with intelligent progress along action lines grounded in 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”.

Present your figure of a leader in action.

What do you notice that is the same across the different drawings?

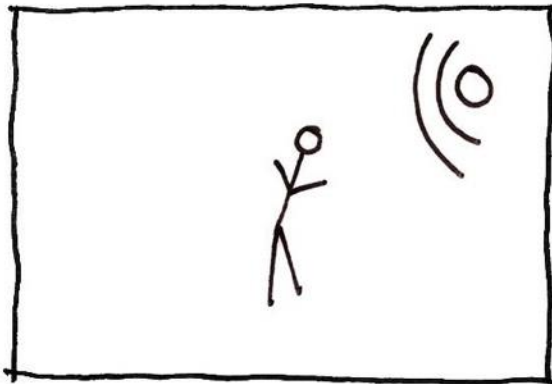
What is different?

What else did you notice?

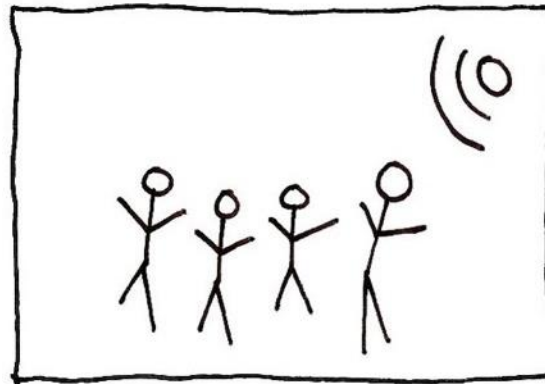
The Leader's Job



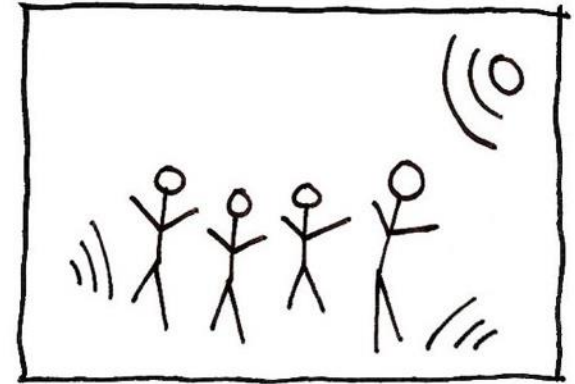
Set Direction



Align Resources



Motivate Action



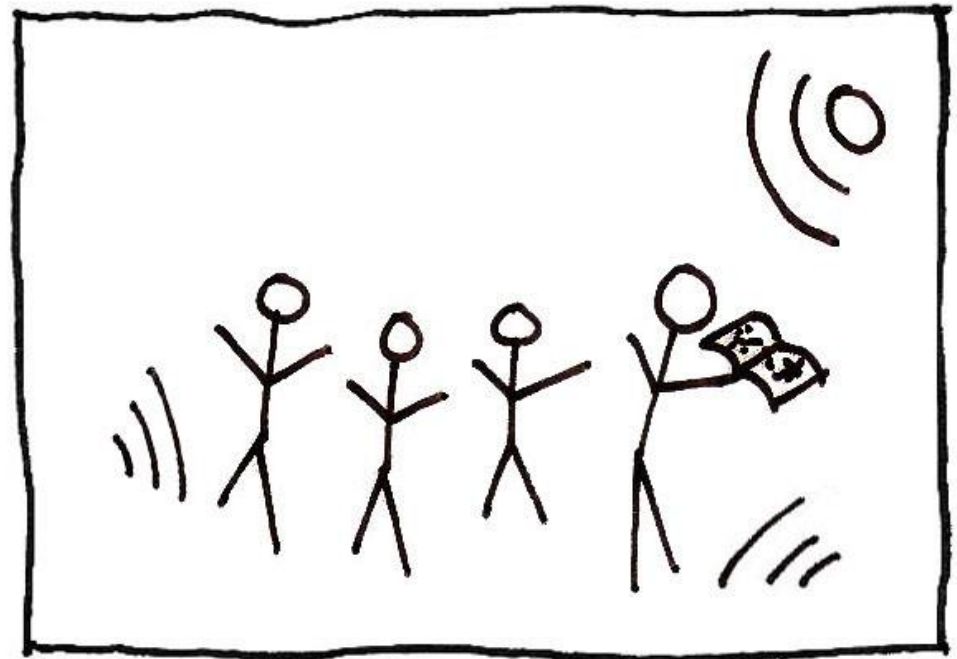
The Leader's Job



In other words,
a leader...

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

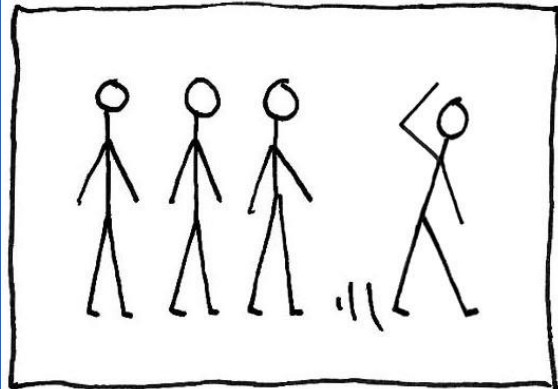
...a vision.



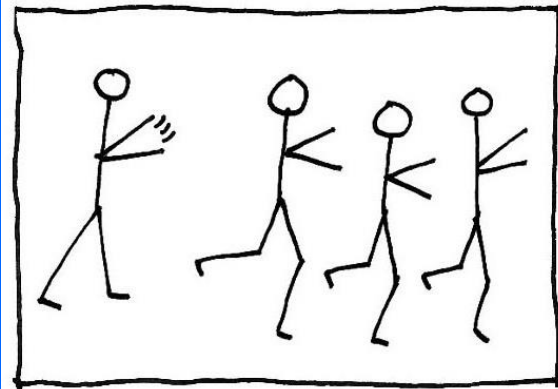
Decide what kind of leader to be.



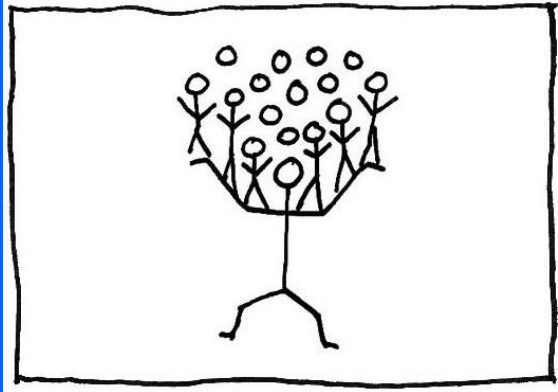
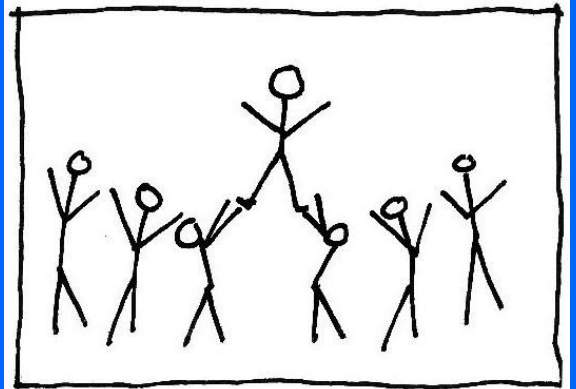
SERGEANT: follow me



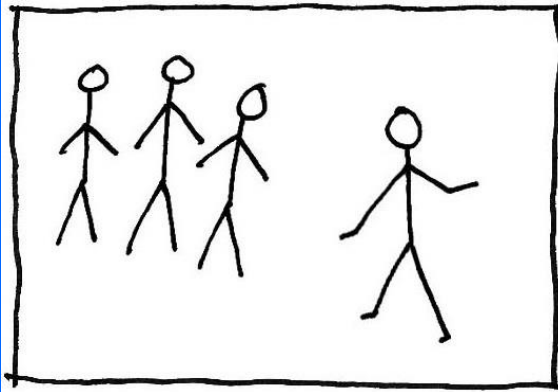
HERDER: get along



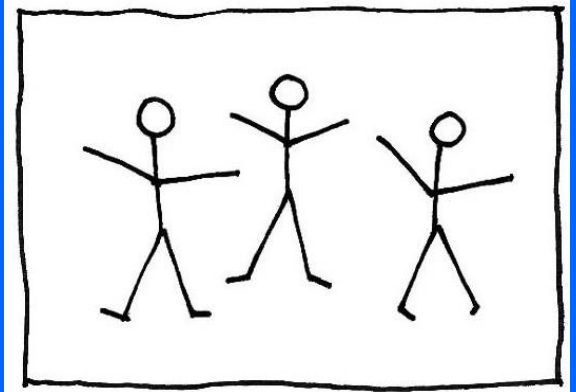
ICON: team carries leader



HERO: leader carries team



TEACHER: come along



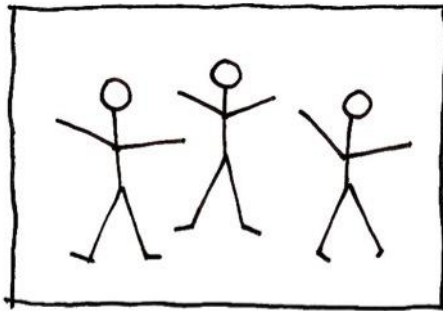
LEAGUE: team of leaders

Consistency and predictability add to the odds of success.

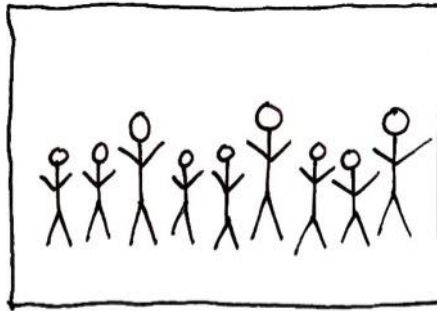
Different styles work best given:

Provided in the session

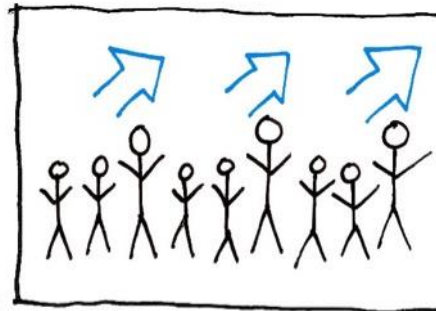
Align leaders for synergy.



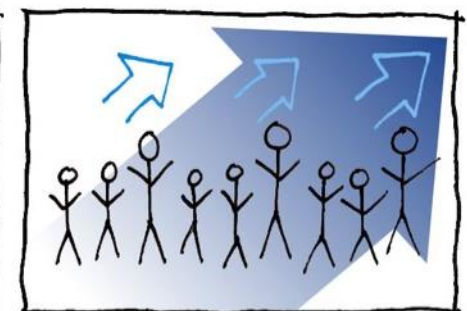
Team of leaders



Each leader has **aligned followers.**

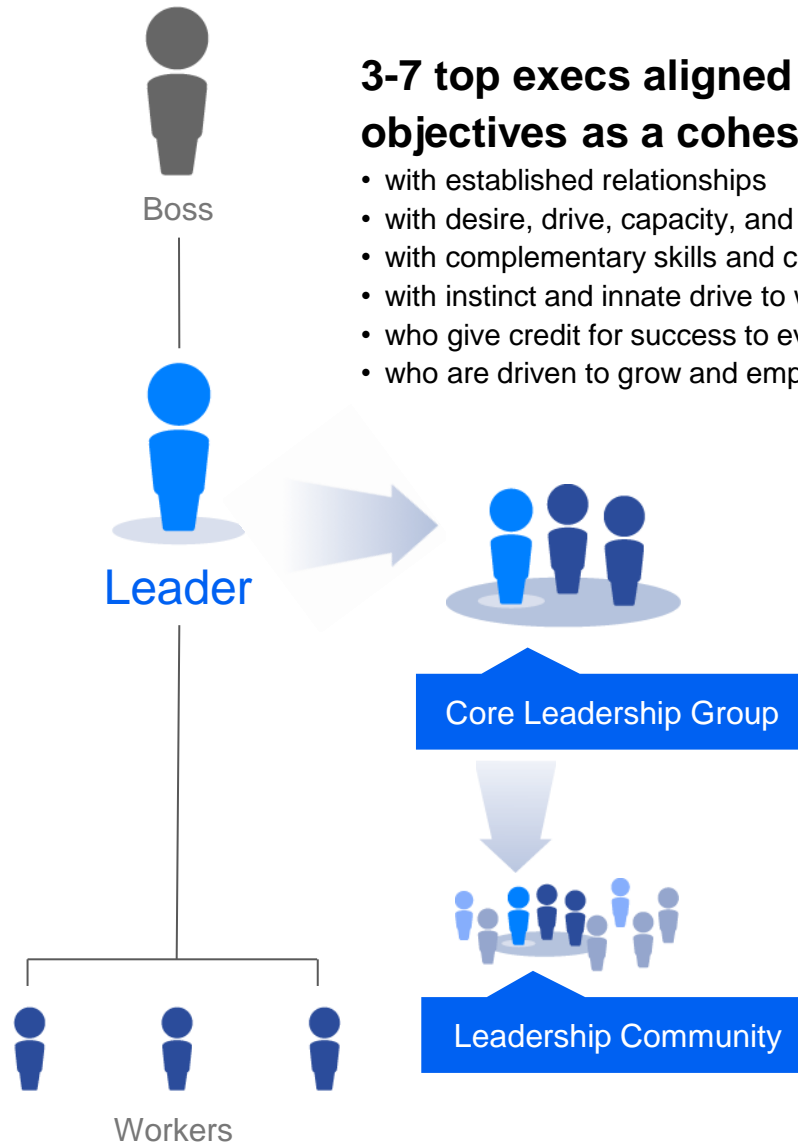


Each leader's team is pulling in the **same direction.**



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?

What *exactly* should the CEO do next in the situation described?



Problem 3: The Overrun CTO

Common Answers

-
-
-
-
-
-

Provided in the session



Problem 3: The Overrun CTO

Problems with Common Answers

-
-
-
-

Provided in the session



Problem 3: The Overrun CTO

An Interesting Approach

-
-
-
-
-

Provided in the session

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 additional IntelliVen Workshops.

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Thank You!

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