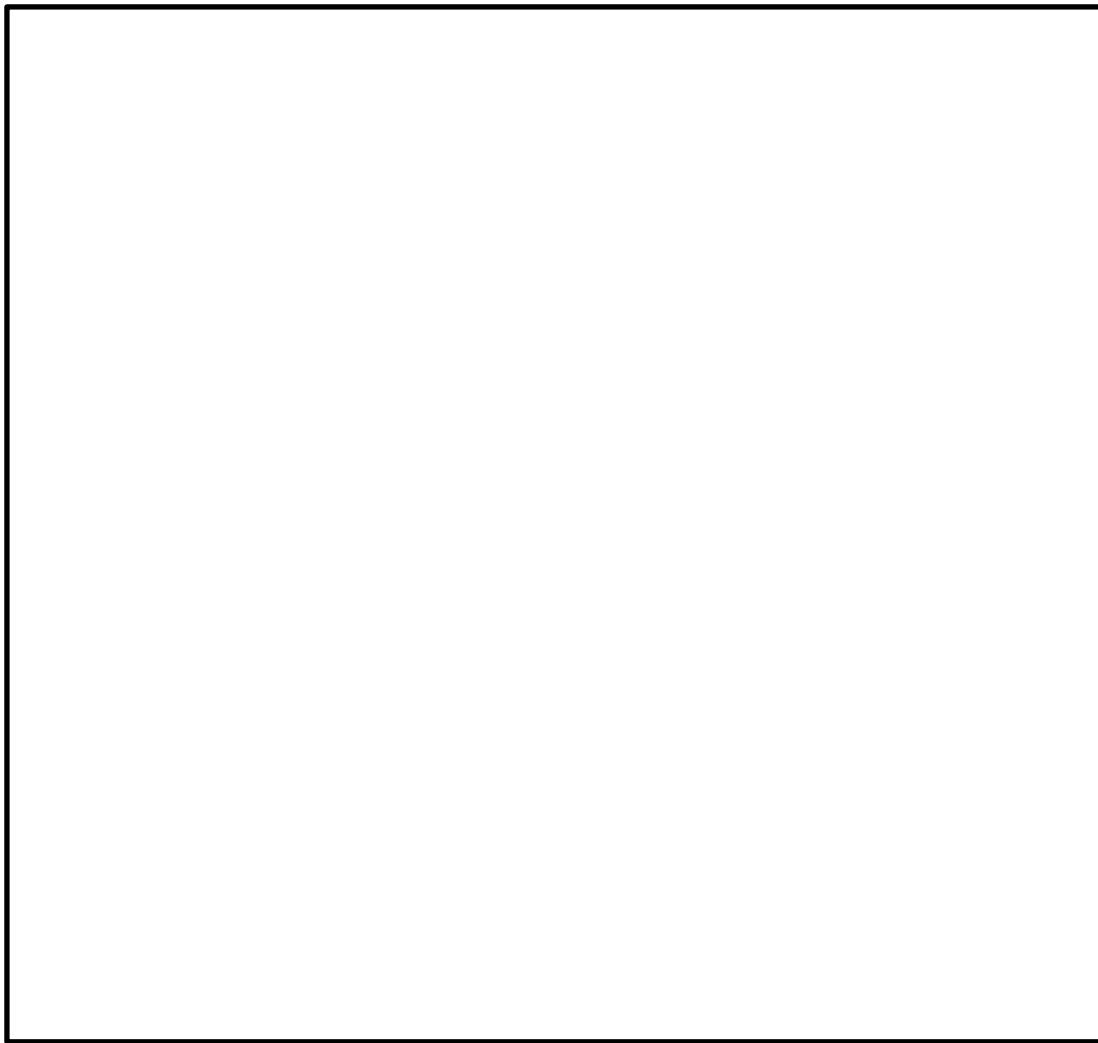


How to Be the Leader You Need to BE

1. Draw and bring to our session a stick-figure of *a Leader in Action*:



Thought questions:

- How do leaders decide how to behave?
- Who gets credit when something goes well in your organization?



2. Adopt the perspective of the Leader or the Tech Expert in the case below.

Overrun Tech Expert

You are assigned to be the new leader of a technical expert and a business analyst:

- The tech lead has been in the role for several years and is the backbone of the team.
- The business analyst is brand new, recruited from a top consulting firm and not at all technical.
- They both report directly to you and need to work with each other.

You job is to:

- Get assigned work done on target, on time, on budget.
- Turn incoming business analyst into a top-notch leader.

There is no room for error ... everything must go well.

On day-5: the tech lead is on the verge of tears and announces that it is time to move on because the new business analyst is inserting themselves in technical matters.

You cannot afford to lose the tech lead. What do you do?

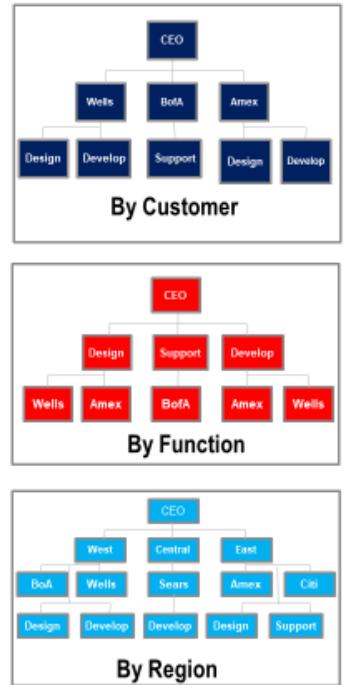
Watch this video: <https://youtu.be/f9Bdg8SnQ20>.



3. Adopt the perspective of the CEO or the Consultant in the case below.

Organization Dilemma

- **Background:**
 - You lead an organization that provides software and related services to help the 50 largest credit issuers increase back-office productivity.
 - Headcount was 25 two years ago, 50 last year, and is 100 now.
 - You can no longer keep up with everything and must delegate.
- **There are three obvious ways to organize (see at right) responsibilities:**
 - By Customer (e.g., American Express, Bank of America, Citibank, etc.)
 - By Function (e.g., design, development, support, sales, etc.)
 - By Region (e.g., east, mid-west, west, etc.)
- **You have sought and received input from your staff, peers, bosses, family, and friends all with strong opinions but no consensus.**
- **You are now meeting with a prestigious Organization Development consultant to learn, once and for all, which course to follow**
- **You:**
 - Lay out a detailed organization chart with pros and cons for each option.
 - Say you know you are close to the answer and just need a little help to nail it.
 - Ask: “**Should we organize by Customer, Function, or Region?**”



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Thought questions:

- How would you advise the CEO to organize the company?
- Why?

