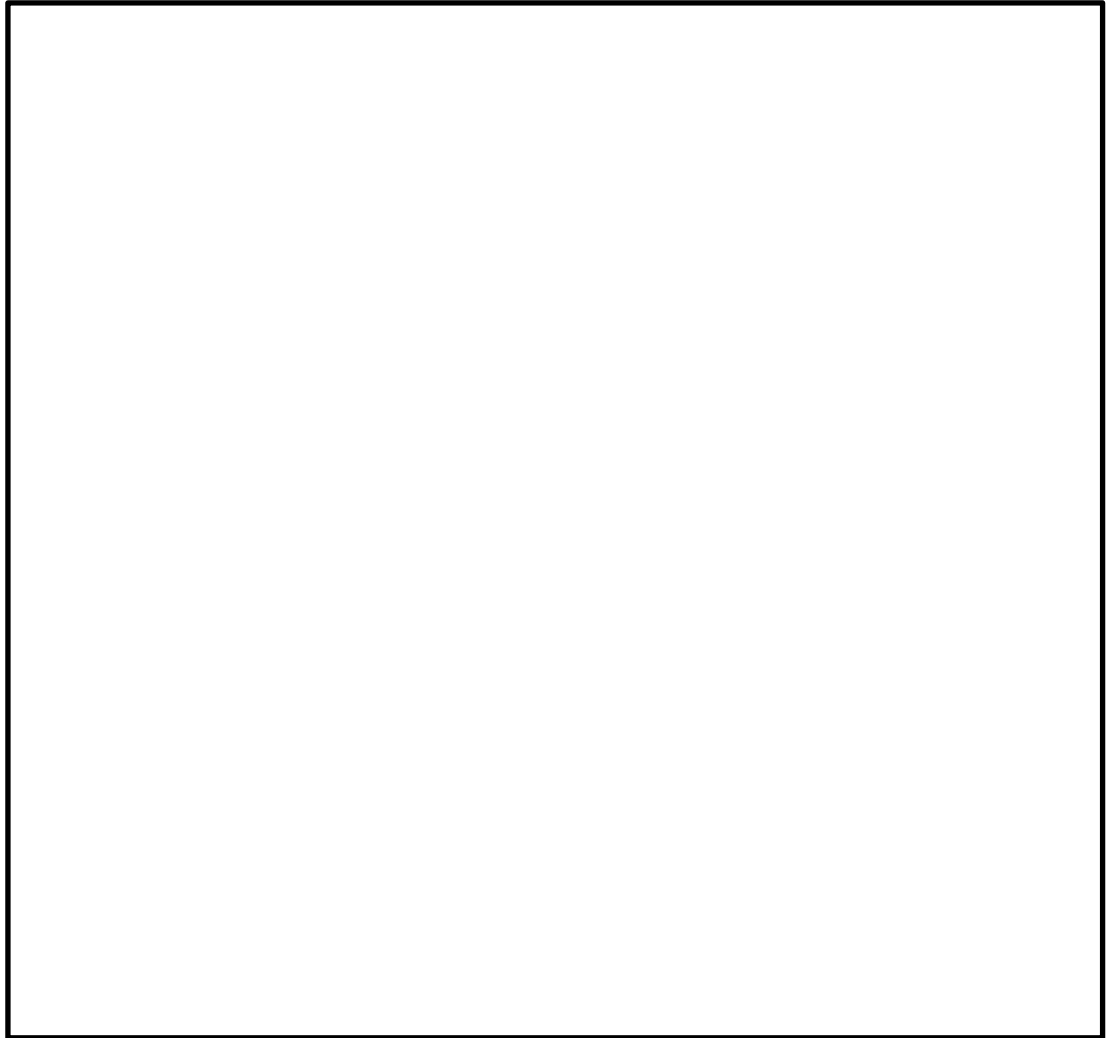


# How to Be the Leader You Need to BE

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?**

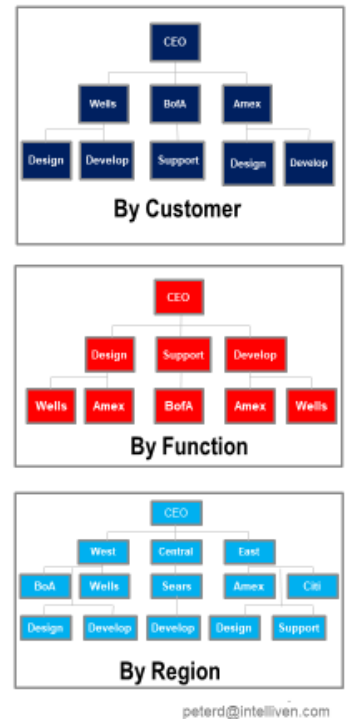
Watch this video: <https://youtu.be/f9Bdg8SnQ2Q>.



- 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?"*



### Thought questions:

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

