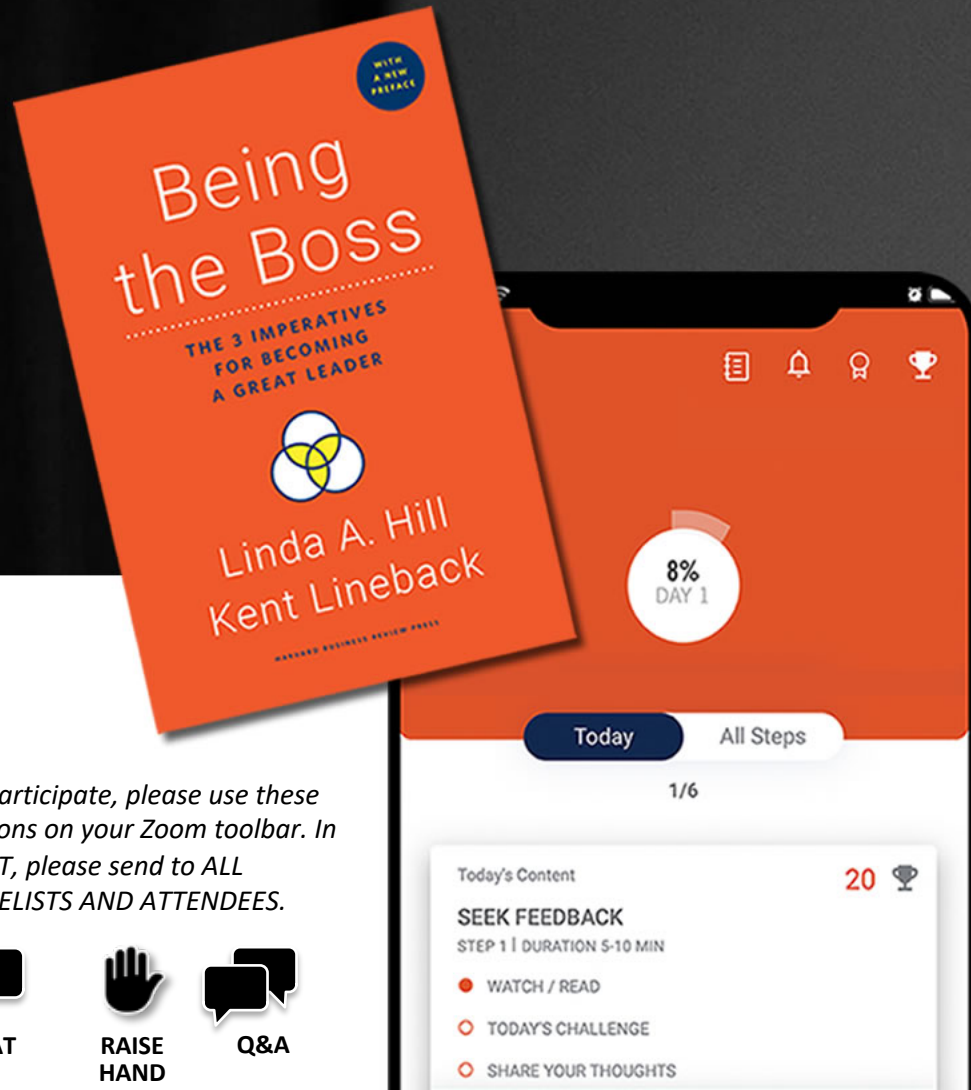


Greatness At Hand

Being the Boss insights for leading in a crisis
+ learning journey sneak peek



To participate, please use these buttons on your Zoom toolbar. In CHAT, please send to ALL PANELISTS AND ATTENDEES.



CHAT



RAISE HAND



Q&A

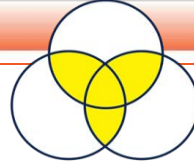


Welcome and Introductions

- **Jonathan Hodge**, president and CEO , Advantage Performance Group

Presenters

- **Dr. Linda A. Hill**, Harvard Business School professor, author of *Being the Boss*, and founding partner, Paradox Strategies
- **Richard Hodge**, learning journey developer, Advantage and 1st90
- **Paul Middleton**, co-founder and CEO, 1st90



Praise for Being the Boss and The 3 Imperatives

AS FEATURED IN

PRAISE

WORKSHOPS

Inc.
**BLACK
ENTERPRISE**

“Being the Boss realistically characterizes the complexities of the manager role in the twenty-first century...Today’s managers will find this work compelling and a practical addition to their toolkit.”

Chief Talent Officer
Pfizer, Inc.

FORTUNE®
100

Dr. Hill’s “Being the Boss” workshops has been sought after by dozens of Fortune 100 companies and their equivalents.

**The
Washington
Post**

“The model of managing self, network, and team is a great way for new and experienced managers to break the overwhelming task of management into understandable, digestible pieces. A terrific resource for managers to get started - and to get back - on the right track.”

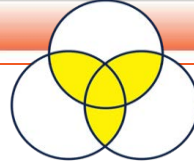
Vice President, Human Resources
Pixar Animation Studios

**HARVARD
BUSINESS SCHOOL**
Executive Education

The 3 Imperatives framework is the foundation of the highly popular Harvard Business School High Potentials Leadership Program.

**BUSINESS
INSIDER**

BIG THINK



THE 3 IMPERATIVES MINI SELF-ASSESSMENT

Extremely
Disagree

1

2

3

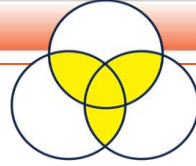
4

Extremely
Agree

1. I avoid the traps of **authority** and **friendship**.
2. People **trust** me.
3. I proactively build and maintain **relationships** with those who my team depends on.
4. I actively **help others** in my networks to achieve *their* goals.
5. My team is **capable** of learning and adapting together.
6. I deal with individual and team performance issues **quickly**.

Scale: Strongly Disagree (1) to Strongly Agree (4)



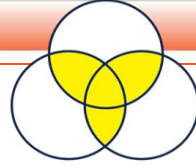


THE 3 IMPERATIVES



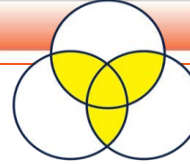
A person in a yellow top and dark shorts is rappelling down a rock face. The background shows a coastal landscape with a large mountain and a body of water under a cloudy sky.

IMPERATIVE 1: MANAGE YOURSELF



WHY MANAGERS DERAILED

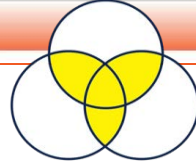
- Difficulty in **building** an effective team
- Difficulty in making **transitions**
- Lack of **follow-through**
- Treat people **badly**
- Over dependence on a **single** strength or resource
- **Strategic** differences with top management



WHY MANAGERS DERAIL (CONT.)

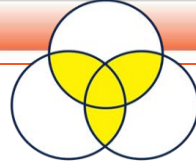
	Source of Initial Success		Can become Fatal Flaws
Track Record	Makes an impressive impact in functional or technical area	→	Seen as too narrow in a particular area
Brilliance	Seen as uncommonly bright	→	Intimidating; dismissive of other people's ideas
Commitment/ Sacrifice	Extremely loyal to the organization	→	Defines life in terms of work; expects others to do the same
Charm	Capable of considerable charisma and warmth	→	Uses selectively to manipulate other people
Ambition	Does whatever is required to achieve success	→	Does what is necessary to achieve personal success, even at the expense of others in the organization

Based on the work of Morgan W. McCall



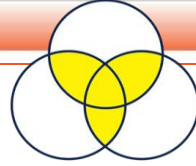
“I’m the BOSS!”





“I’m your friend!”



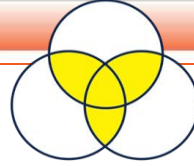


CAN PEOPLE TRUST YOU?

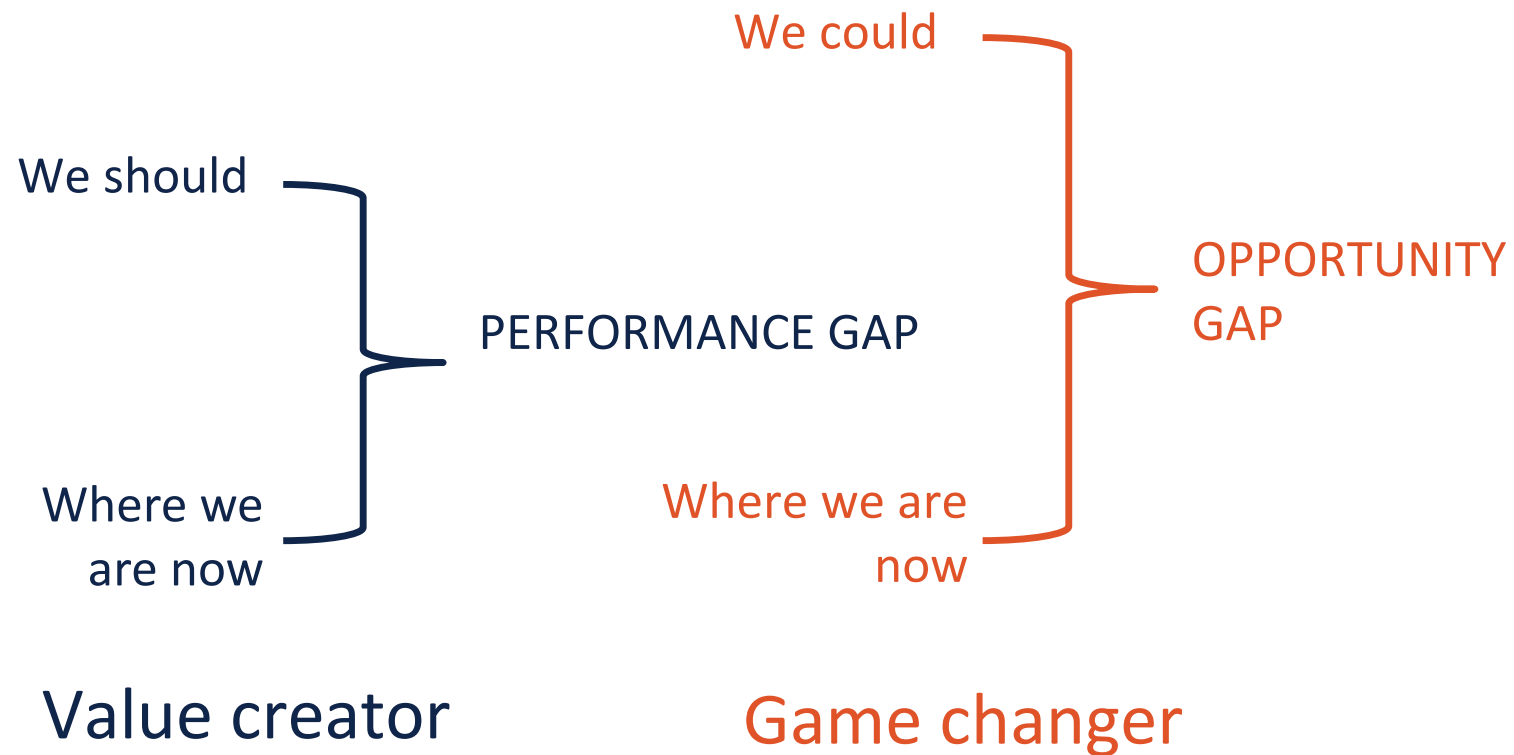
Character + Competence = Trust



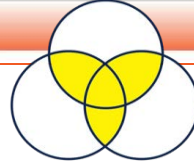
IMPERATIVE 2: MANAGE YOUR NETWORK



PERFORMANCE & OPPORTUNITY GAPS



Source: Adapted from Tushman & O’Rielly



PREPARING FOR THE FUTURE

- By leveraging my strategic network, I can keep abreast of key trends (priorities, constraints, capabilities) **in my organization** that impact my area of responsibility.

Extremely
Disagree

1 2 3 4 5

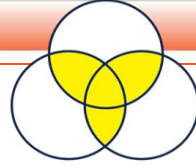
Extremely
Agree

- By leveraging my strategic network, I can keep abreast of key trends (opportunities and challenges) **in the competitive environment** that impact my area of responsibility.

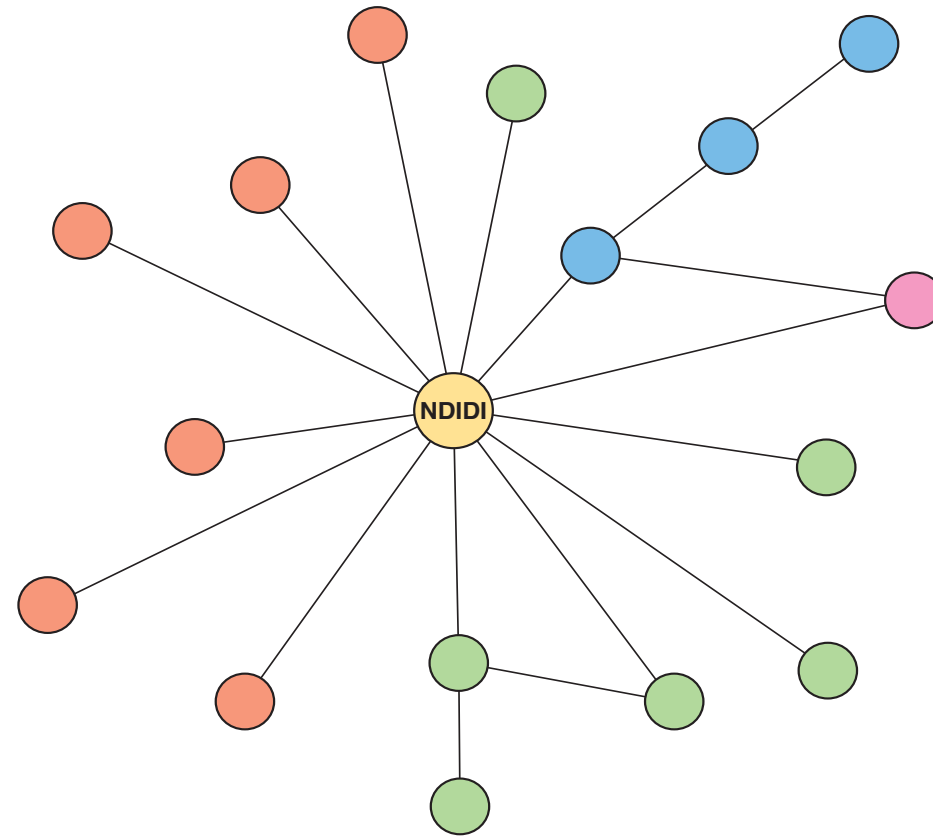
Extremely
Disagree

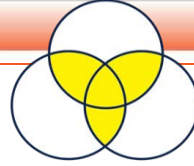
1 2 3 4 5

Extremely
Agree



ENTREPRENEURIAL NETWORK

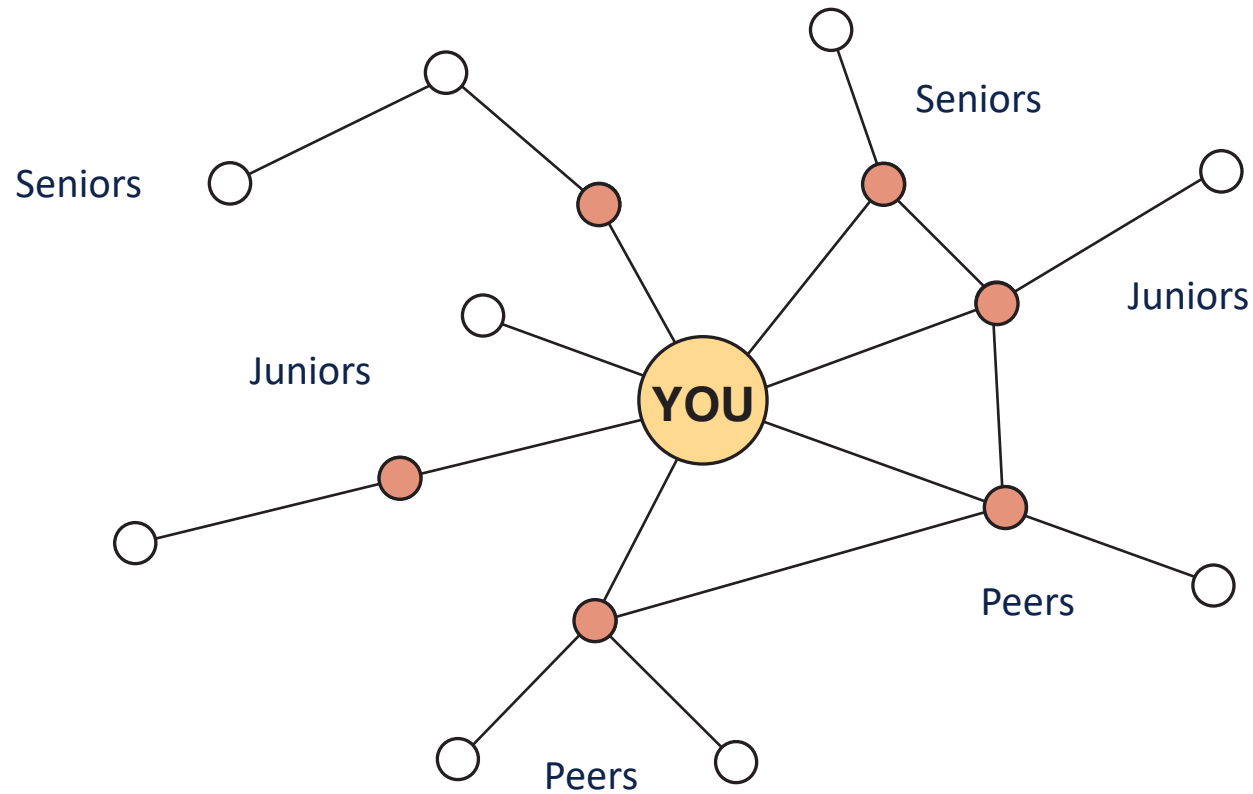


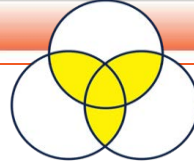


WHOM ARE YOU DEPENDENT ON?

In Your Organization

Outside Your Organization





YOUR OPERATIONAL NETWORK

Describe the extent to which your relationships are characterized by the following? Scale from 1 (not at all) to 5 (a great deal)

Mutual Expectations

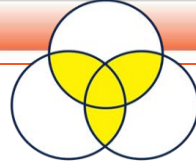
Not At All 1 2 3 4 5 A Great Deal

Mutual Trust

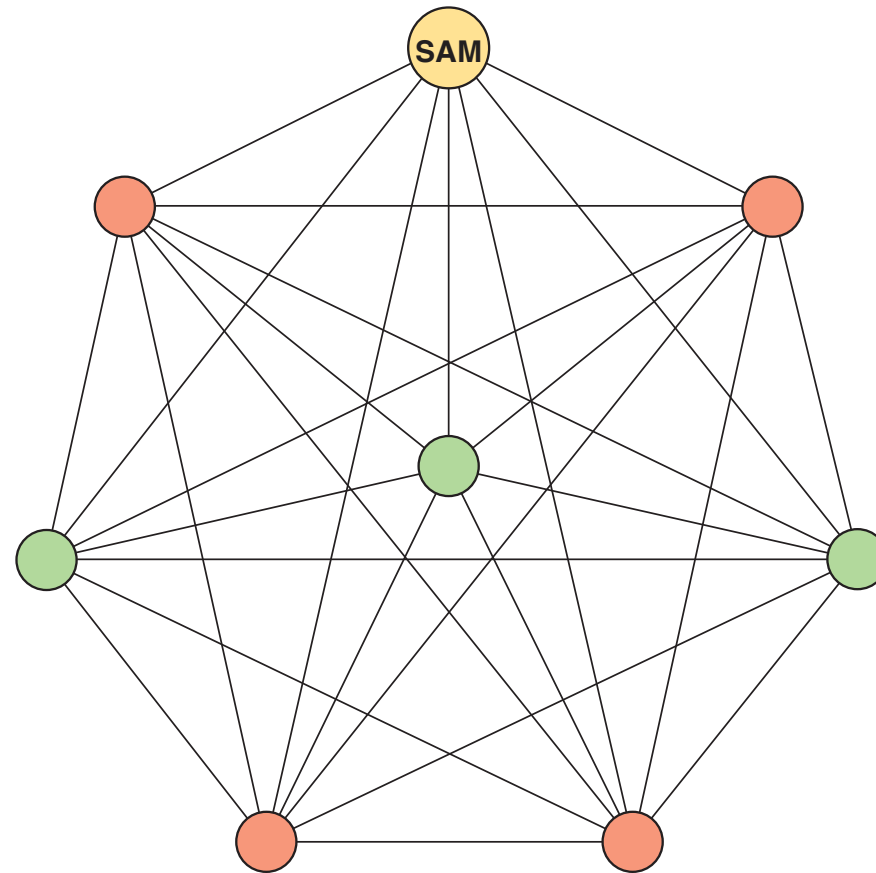
Not At All 1 2 3 4 5 A Great Deal

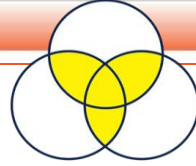
Mutual Influence

Not At All 1 2 3 4 5 A Great Deal

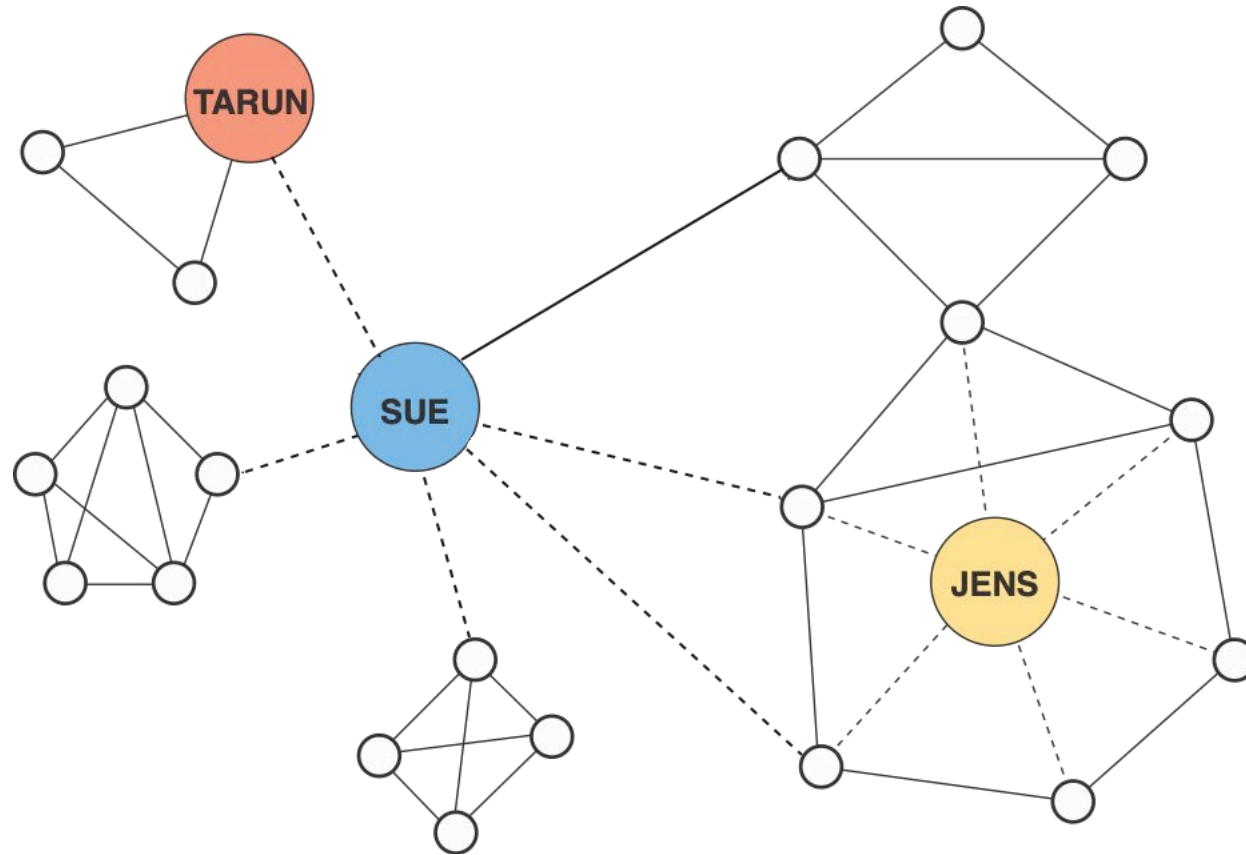


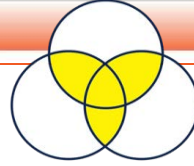
COHESIVE NETWORK





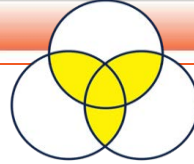
WHAT IS YOUR POSITION?





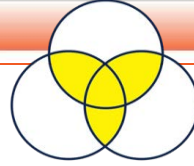
MANAGING YOUR BOSS

- In what ways, is he/she **dependent** on me?
- Do I understand his/her **strengths** and **weaknesses**?
- Do I understand his/her **priorities** and **pressures**?
- Do I understand his/her preferred working **style**?
- Do I really know what he/she **expects** of me, both in general and in terms of specific activities?
- Am I satisfied that these expectations are **sensible** and **fair**?
- Does he/she know **what I expect** in return? Does he/she know what **resources** I need?



TACTICAL ADVICE

- ✓ Overestimate dependencies
- ✓ Periodically assess your networks
 - Missing or underrepresented
 - Over-reliant
 - Underutilized
 - Cultivate, maintain, repair, strengthen
- ✓ Think long-term
- ✓ Broaden your view
- ✓ Bridging and brokering
- ✓ Develop a style that works for you



NETWORK

Key Existing
Relationships

Key Relationships
You Would Like to Develop

Internal (who/how)

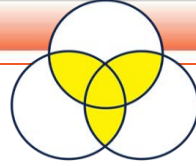
Internal (who/how)

External (who/how)

External (who/how)

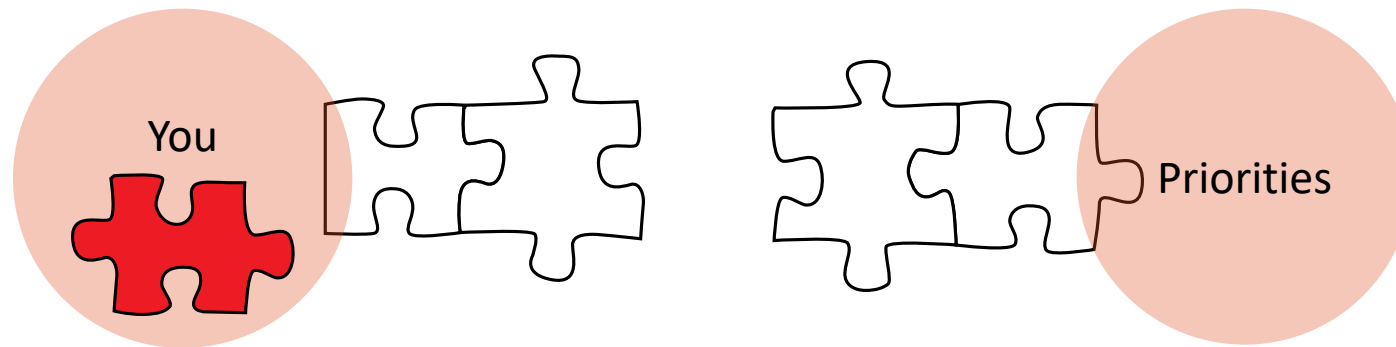


IMPERATIVE 3: MANAGE YOUR TEAM

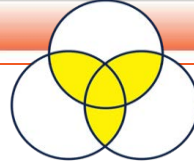


WHAT IS YOUR PLAN?

Who Did You Consult?



Who Knows?



TEAM EFFECTIVENESS

How effective is your team?

Scale from
1 (not at all) to 5 (a great deal)

Performance

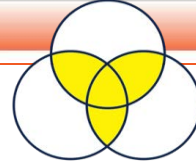


Member
engagement &
development



Capability of team
to learn & adapt
together

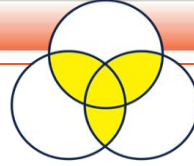




DETERMINANTS OF EFFECTIVENESS

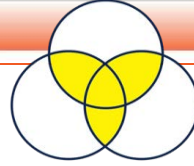
CULTURE

CAPABILITIES



CLARITY WHENEVER POSSIBLE

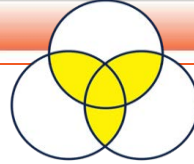
- Are you united around an explicit **common purpose**?
- Have you defined & communicated (new) **goals** and **plans** based on your purpose?
- Are you all **clear** about: roles, responsibilities, decision-making rights and work processes?
- Are your capabilities/culture **consistent** with addressing gaps?
- Have you agreed on and do you use (new) **metrics** for measuring progress and success?



DECISION-MAKING OPTIONS

- **Autonomous**
 - Decision is made by leader alone.
- **Delegated**
 - Decision, within specified parameters, is made by individual or group.
- **Consultation**
 - Decision is made by leader after advice from team members(s).
- **Joint**
 - Decision is made by members and leader together through true consensus.

These choices are adapted from V. Vroom and P. Yetton, *Leadership and Decision-Making* (Pittsburg, PA: University Press, 1973).



The 3 Imperatives in the Time of COVID-19

Leading in late 2020 means carving a new path through an epic disruption precipitated by the COVID-19 pandemic, which has spawned health, economic, and social crises that have rendered the best-laid plans useless. With no road map for the marathon ahead, navigating through these times is **a test of agility**. Together, you and your organization will have to experiment, execute, and learn from successes and failures to invent your organization's future.

Agile leadership matters now more than ever — it is about *leveraging*, not reacting to, the turbulence around you:

- **Managing Your Team:** Focus on purpose and learning
- **Managing Your Network:** Look outward, forge ties
- **Manage Yourself:** Be prepared to learn and adapt

Being the Agile Boss

Linda A. Hill

Leading through radical uncertainty means helping your team and your network create the future with you.



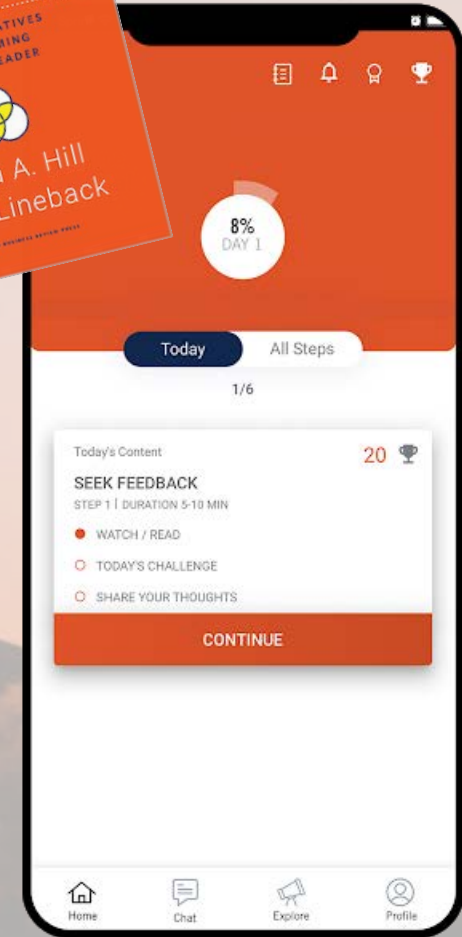
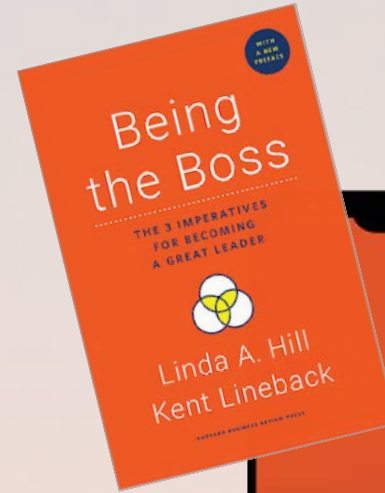
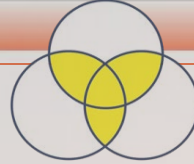
Image courtesy of Sam Chivers/theispot.com

Leading in late 2020 means carving a new path through an epic disruption precipitated by the COVID-19 pandemic, which has spawned health, economic, and social crises that have rendered the best-laid plans useless. With no road map for the marathon ahead, navigating through these times is a test of agility. Together, you and your organization will have to experiment, execute, and learn from successes and failures to invent your organization's future.

Through three decades of research, consulting, and teaching, I have found that there are three imperatives of great leadership: managing your team — creating a high-performing “we” out of all the “I’s” over whom you have formal authority; managing your network — building partnerships with key stakeholders both inside and outside your organization; and managing yourself — using yourself as an instrument to get things done. When your ambition is to prepare your organization for the “next normal,” neglecting even one of these responsibilities jeopardizes the capacity of your organization to act, learn, pivot, and forge ahead.

Managing Your Team: Focus on Purpose and Learning

Your primary role as an agile leader is to create an environment that empowers everyone to be an innovative problem-solver. Doing so requires that you champion a shared sense of purpose and build a capacity for rapid learning.



Being the Boss

60-Day Learning Journey





Assessments

Multiple assessments for self-discovery, prioritization and gauging your progress



Virtual Training

Attend a virtual, highly interactive training session that introduces the research behind The 3 Imperatives & the 8 Paradoxes of management



Reinforcement Sessions (Optional)

Optional virtual webinars to reinforce best practices, build community, and fortify skills



1. Intention

Inspiration to establish your mindset...



2. Content

Let our 30+ years of research fuel your journey through daily content and proprietary learning tools



SELF-DIRECTED MICRO-LEARNING

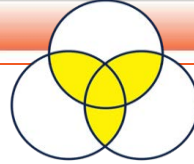
4. Sharing

Deepen your journey by sharing your insights, experiences and ideas with your colleagues

3. Action

Complete daily actions tied to your real deliverables with measurable impact





1st90 approach to learning

Mobile app: Being the Boss

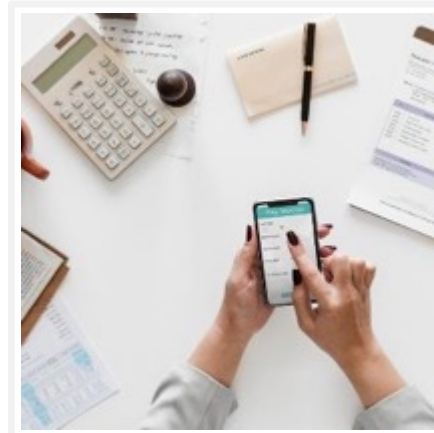


Break down “big” behaviors

Break down behaviors into daily learning (5-10minutes/day)



“Your methodology of learning for 10 mins/ day has actually changed my behavior. A new habit was created for me.”

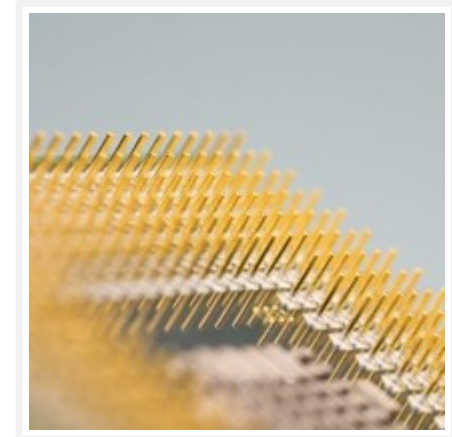


Mobile first

Engage users who are mobile and social (inspired by consumer apps)



“Still using the app for the frameworks and tools inside the app. Loved that everything was in my pocket! This is really important.”

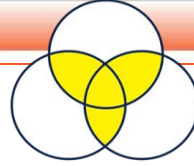


Embedded

Practice and apply in the context of focused on-the-job actions

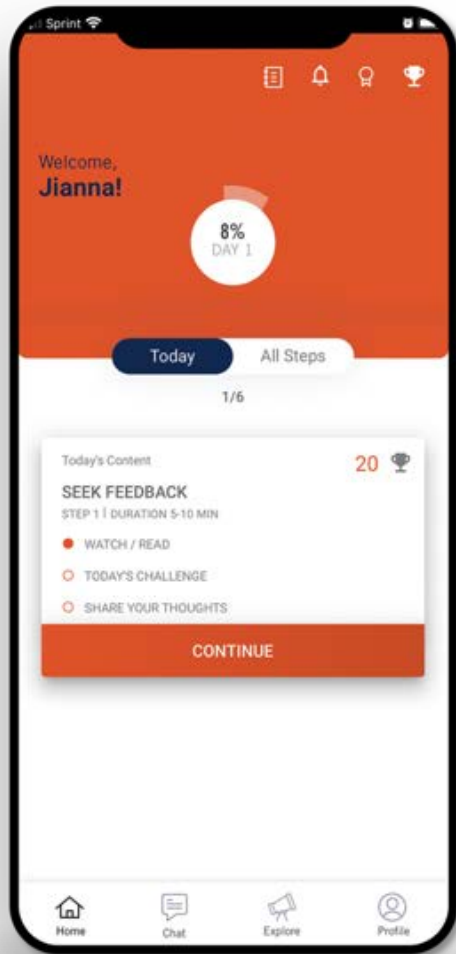


“Really liked the methodology. Content was really good. Tools really helped with the actions and I still use them.”



Self-guided mobile experience

Learning in the flow of work



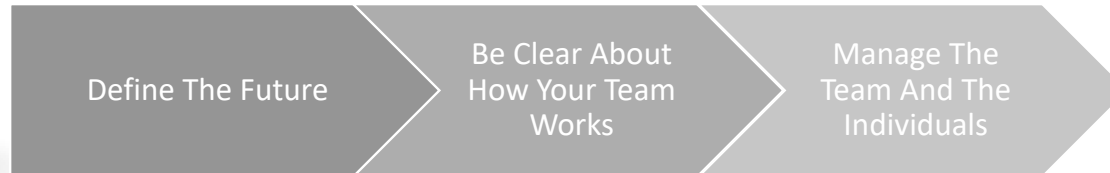
Path #1: Manage Yourself



Path #2: Manage Your Network



Path #3: Manage Your Team



The 3 Imperatives

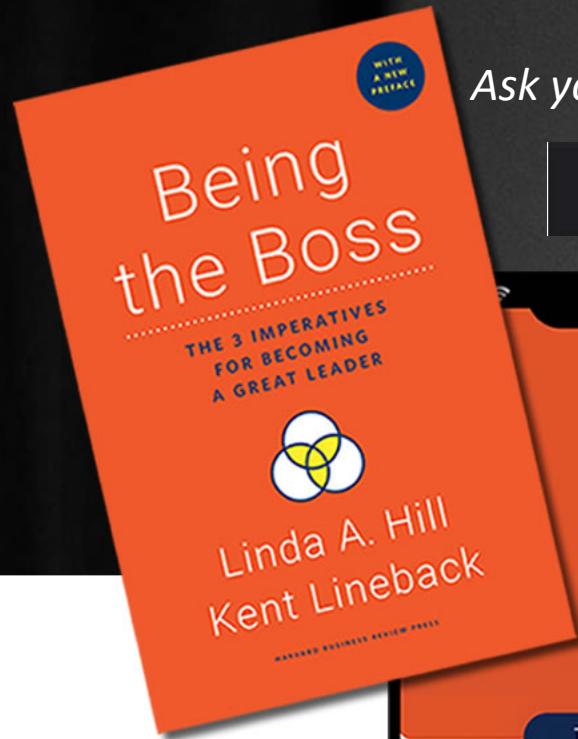


PARADOX[™]
STRATEGIES



Thank you for joining us!

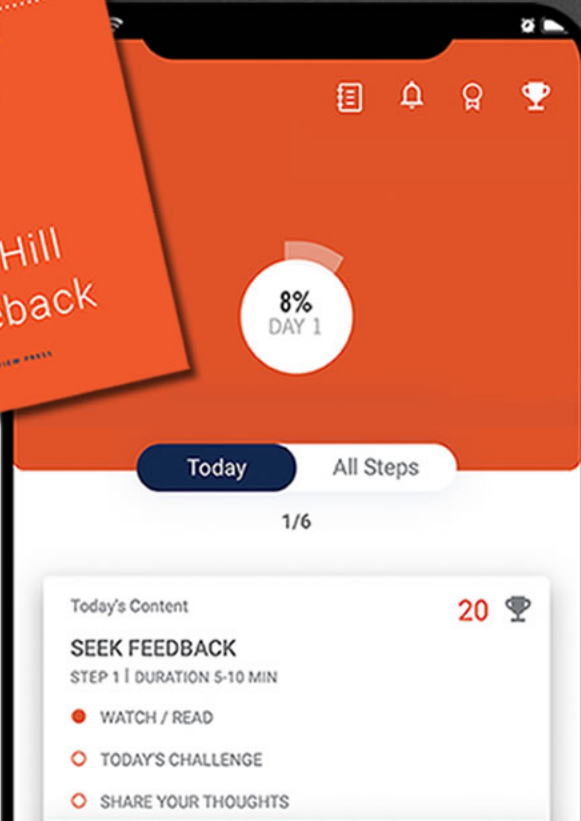
Special thanks to our presenters Linda Hill, Richard Hodge, and Paul Middleton.



Ask your *questions* here:



PARADOX
STRATEGIES



- **Contact** your Advantage partner for a deeper dive about the full learning journey for organizations or get details here: apg1.us/BTB
- **Download** our takeaway tool (*available soon*) featuring webinar highlights, leadership tips, audio clips, and a link to request your free 3-step demo of the mobile app at apg1.us/BTB-takeaway