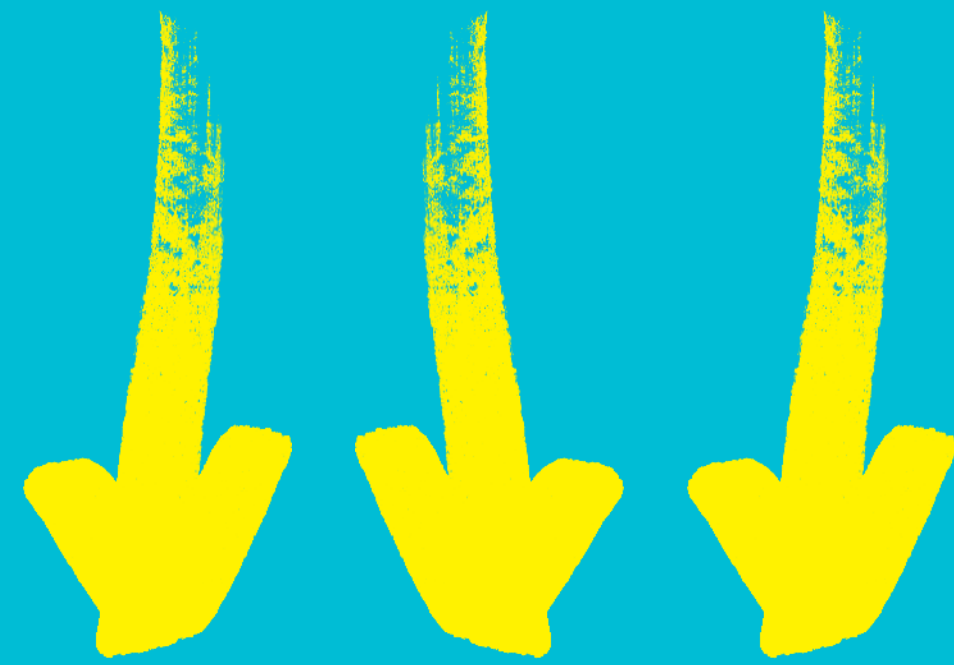
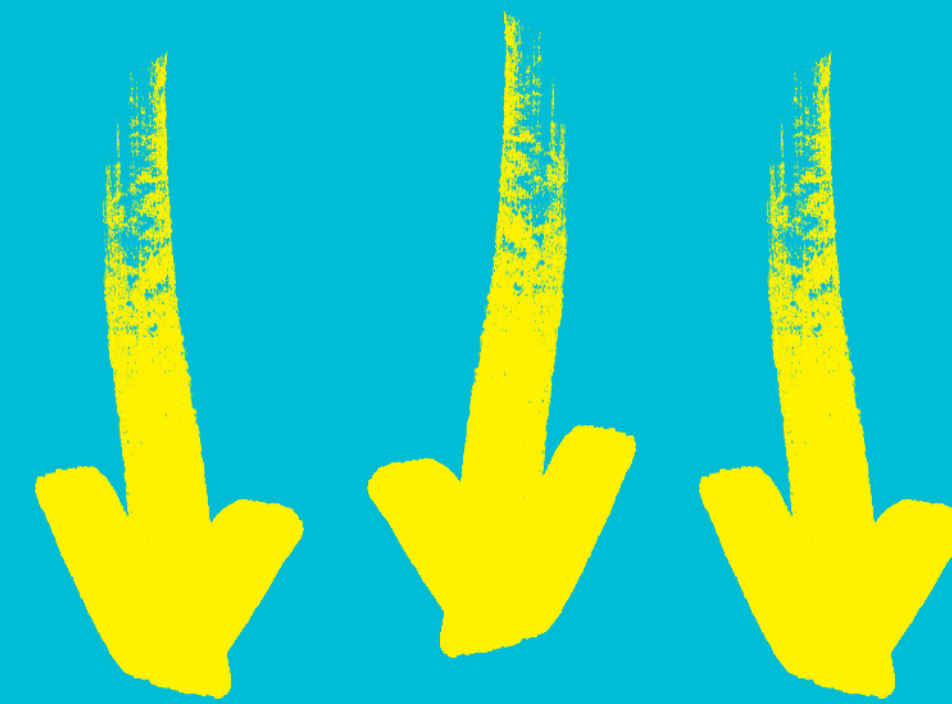


HERDING TIGERS





**PRESSURE
DOWN**



"THE MIDDLE"



**PRESSURE
UP**



CHALLENGES

OPPORTUNITIES

CULTURE



WORK

TALENT



PEOPLE

LEADING WOULD BE
EASY IF IT WEREN'T FOR
ALL OF THE **PEOPLE.**

IT'S ABOUT THE
PEOPLE.

QUESTIONS:

WHAT DOES YOUR TEAM NEED
MOST FROM YOU RIGHT **NOW**?

WHAT **QUESTIONS** DO YOU HOPE
TO HAVE ANSWERED?

HERDING TIGERS



WHY SHOULD PEOPLE
FOLLOW YOU?

WHY SHOULD PEOPLE
FOLLOW YOU? *

* Not a trick question

HERDING
TIGERS

**THINK ABOUT A
LEADER...**

TRUST IS THE
CURRENCY OF
CREATIVE TEAMS

INTENTIONS
(INVISIBLE)

VS.

ACTIONS
(VISIBLE)



BANK ACCOUNT

VS.



WATER BALLOON

DECLARING UNDECLARABLES
BEING A SUPERHERO
RELATIONAL USURY

P.A.C.T.

UNCLEAR PERMISSION

Who can **say/do** what?

Who gets to make **decisions**?

Who can **speak** to whom about what?

UNCLEAR ACCOUNTABILITY

Who owns the **scoreboard**?
What are the **consequences**?
Are they consistently **enforced**?

LACK OF CANDOR

Do we speak the **full** truth?

Are we **aligned**?

Are motives **trustworthy**?

CULTURE OF TACT

Do we value **psychological** safety?

Is **conflict** resolved well?

Do we acknowledge **mistakes**?

WHERE TRUST FAILS, IT'S
TYPICALLY BECAUSE THE
PACT HAS BEEN VIOLATED

YOUR GREATEST
POTENTIAL TO CAUSE
DAMAGE AS A LEADER IS
DIRECTLY TIED TO YOUR
BIGGEST INSECURITY.

STABILITY

CLARITY + PROTECTION

*HERDING
TIGERS*

CHALLENGE

PERMISSION + FAITH

CHALLENGE

ANXIETY

THRIVING

STABILITY

APATHY

COMFORT

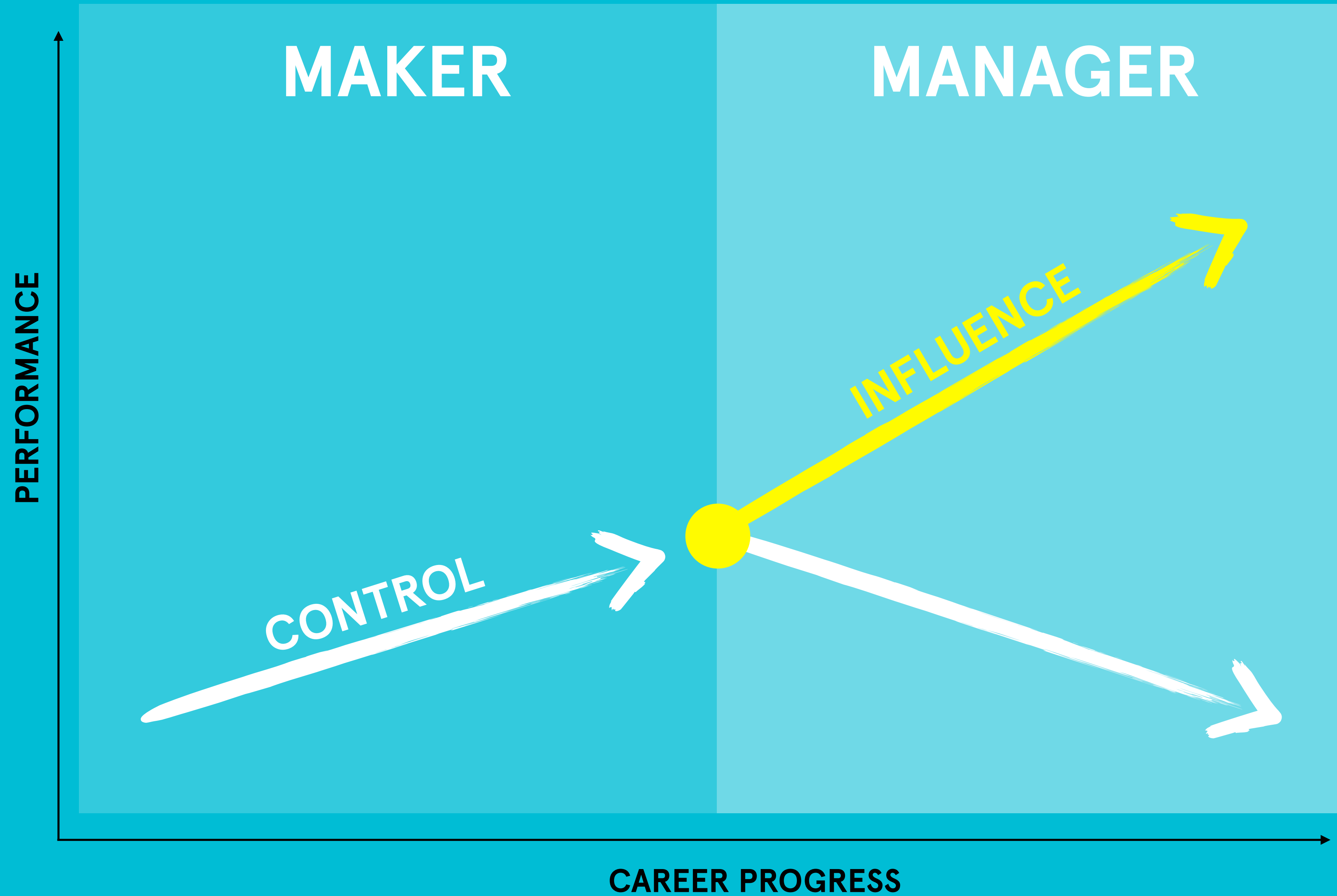
HERDING
TIGERS

QUESTIONS:

IN WHAT SMALL WAY(S) ARE YOU IN
DANGER OF BREACHING **TRUST**?

WHERE IS YOUR **TEAM** ON THE MATRIX
RIGHT NOW? WHERE ARE YOU?

MAKE THE PIVOT



CONTROL
(PRESENCE)

VS.

INFLUENCE
(PRINCIPLE)

CONTROL
(PRESENCE)

INFLUENCE
(PRINCIPLE)

CREDIT

IMPACT

SHORT-GAME

LONG-GAME

TEMPORARY

TIMELESS

REPUTATION

REPRODUCTION

SET THE RAILS

**A MESSAGE FOR CONTROL FREAKS
(LIKE ME)**

**ESTABLISH
YOUR P.O.V.**

LEADERSHIP PHILOSOPHY

“**SIMPLE**, CLEAR PURPOSE AND PRINCIPLES GIVE RISE TO COMPLEX AND INTELLIGENT BEHAVIOR. **COMPLEX** RULES AND REGULATIONS GIVE RISE TO SIMPLE AND STUPID BEHAVIOR.”

– DEE HOCK

QUALITIES OF GOOD PRINCIPLES:

- SPECIFIC ENOUGH TO PROVIDE GUIDANCE, **GENERAL ENOUGH** TO ALLOW CREATIVE APPLICATION
- REFLECTIVE OF CULTURE BUT **PERSONALITY AGNOSTIC**
- MAY BE IN **TENSION** WITH EACH OTHER BUT STILL BELONG TOGETHER
- PROVIDE **GUIDANCE** BUT DON'T REPLACE THOUGHTFUL ACTION

KEY QUESTIONS FOR PRINCIPLES:

- WHAT KINDS OF **BEHAVIOR** DO YOU CELEBRATE EVERY TIME, REGARDLESS OF OUTCOME?
- WHAT ARE THE **RULES OF ENGAGEMENT** FOR COLLABORATION?
- HOW DO YOU SET **PRIORITIES**?
- HOW DO YOU DIFFERENTIATE BETWEEN **GOOD** WORK AND **BAD** WORK?

WHAT'S YOUR PHILOSOPHY?

QUALITY OF WORK

RISK & FAILURE

THE RIGHT IDEA

CREDIT

CONFLICT

OPPORTUNITY



HERDING TIGERS



THEIR EXPERIENCE OF
YOU IS THEIR EXPERIENCE
OF THE ORGANIZATION



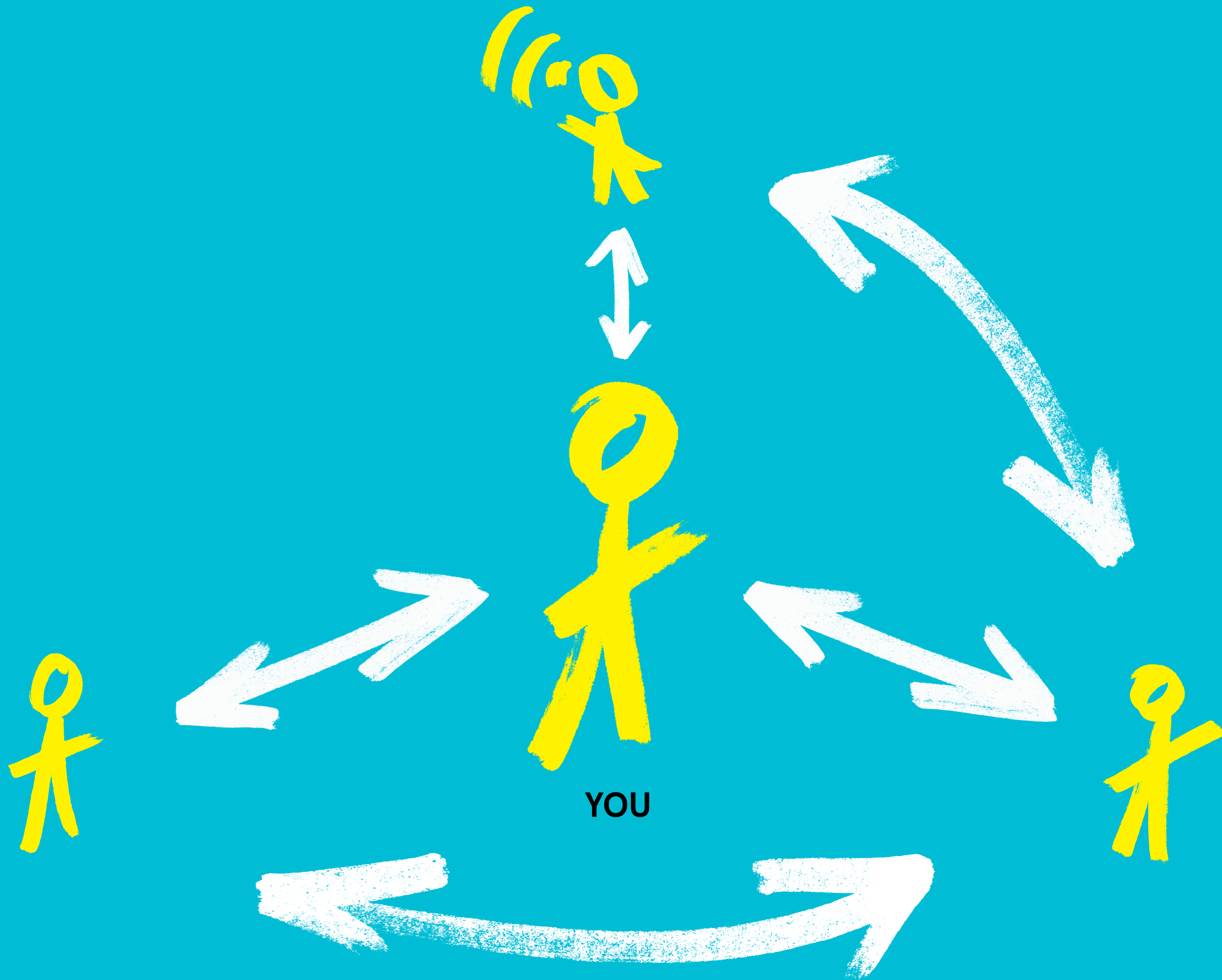
PRUNE

+

FERTILIZE

GHOST

RULES



HERDING
TIGERS

**NOT ALL ASSUMPTIONS
ARE GHOST RULES**

GHOST RULES ARE
UNTESTED ASSUMPTIONS

Listen for **absolutist** language

(never, always, can't, won't)

Watch for **workarounds**

(deviation from expected processes)

Pay attention to **patterns**

(twice is a pattern)

GHOST RULES:
QUALITY OF WORK
RISK & FAILURE
THE RIGHT IDEA
CREDIT
CONFLICT
OPPORTUNITY



NORMALIZATION OF DEVIANCE

EXAMPLES OF DEVIANT BEHAVIOR:

- MINOR MISSED DEADLINES
- “DIVA COMPLEX”
- SKIPPED MEETINGS
- DISRESPECTFUL TONE
- TALKING BEHIND SOMEONE'S BACK
- ACCEPTABLE SHORTCUTS WITHOUT REASON

REWARD TO SCALE

REWARDS MUST BE:

PREDICTABLE

CONSISTENT

SUBSTANTIAL

FOR EXAMPLE:

- STRATEGIC RISK-TAKING (EVEN IF RESULTS AREN'T "SUCCESSFUL")
- SHARING IDEAS
- SPEAKING CANDIDLY, WITH RESPECT
- DEFENDING TEAM MEMBERS IN PUBLIC
- GOING ABOVE AND BEYOND TO SERVE THE TEAM'S MISSION

LEAD SMALL

COACH THE WHY

FIGHT WELL

HERDING
TIGERS

FIGHT WELL:

AGREE ON COMMON GROUND

IDEAS, NOT PERSONALITY

FIND THE MERITS

QUESTIONS:

WHAT BEHAVIOR IN YOUR CULTURE NEEDS TO BE **PRUNED**?

WHAT WILL YOU DO TO **FERTILIZE** DESIRED BEHAVIOR?

HERDING TIGERS



FOCUS

ASSETS

TIME

ENERGY

UNNECESSARY
COMPLEXITY

$$1 + 1 = [(27/3) \div 3] - 1$$

EXPECTATION

ESCALATION

BE A LASER,
NOT A LIGHTHOUSE

LIGHTHOUSE LEADERS:
PLAY DEFENSE
PARALYZE THE TEAM
AVOID MAKING BAD DECISIONS

LASER LEADERS:

PLAY OFFENSE

CLARIFY THE DESTINATION

TAKE OPTIONS OFF THE TABLE

DEFINE AND ASSIGN

DEFINE AND ASSIGN:
DEFINE THE PROBLEM(S)
DEFINE WHAT NOT TO FOCUS ON
ASSIGN ACCOUNTABILITY
HAVE REGULAR “WHY” CHATS

ESTABLISH
FEEDBACK
LOOPS

FEEDBACK LOOPS:

- "WHAT DO YOU SEE THAT YOU THINK OTHERS DON'T?"
- "WHAT WORRIES YOU ABOUT THIS PROJECT?"
- "WHAT OPPORTUNITIES AREN'T WE EXPLORING?"
- "WHERE ARE WE GETTING OFF TRACK?"
- "WHAT'S THE BEST THING WE'RE DOING?"

DEFINE AND ASSIGN:
DEFINE THE PROBLEM
DEFINE WHAT NOT TO FOCUS ON
ASSIGN ACCOUNTABILITY
HAVE REGULAR “WHY” CHATS

COMPLETE CONVERSATIONS

"Is there anything else you need from me right now?"



STAND IN THE GAP



ATTENTION



TIME

+

ATTENTION

STOP RE-LITIGATING

STOP COPYING

**LIMIT THE PROJECT
HORIZON**

**NECESSARY MEETINGS,
NECESSARY PEOPLE**



TIME

BUILD BUFFERS

ESTABLISH A “NO
FLY ZONE”

HAVE A “BREAK THE
GLASS” STRATEGY



QUESTIONS:

WHAT IS THE BIGGEST THREAT TO
YOUR TEAM'S **ATTENTION**?

WHAT IS THE BIGGEST THREAT TO
YOUR TEAM'S **TIME**?

HERDING TIGERS



WEEKLY:

(RE)DEFINE THE PROBLEM(S)

PRUNE PRIORITIES

AFFIRM ACCOUNTABILITY

ASSESS NEEDS

MONTHLY:
SCOREBOARD REVIEW
DASHBOARD SCAN
CULTURAL HYGIENE

QUARTERLY:

ASSESS STABILITY / CHALLENGE

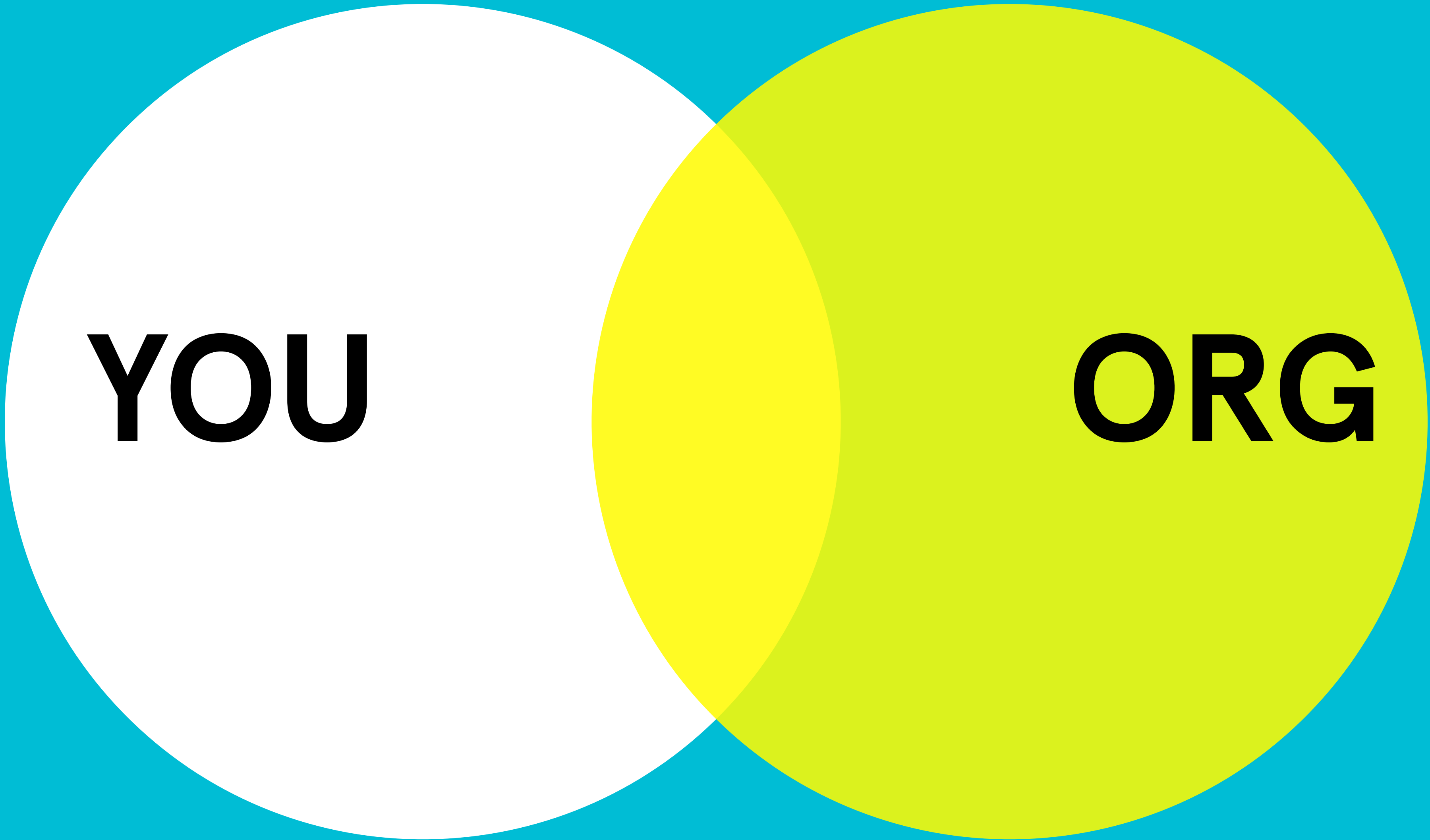
ASSESS TEAM / PERSONAL GROWTH

PRINCIPLES REFRESH

QUESTIONS:

WHAT ONE WEEKLY PRACTICE
WILL YOU **IMPLEMENT**?

WHAT IS YOUR **#1 PRIORITY** FOR
YOUR TEAM RIGHT NOW?



YOU

ORG



YOU ORG

HOW WILL YOU DEFINE
SUCCESS?

ACTIONS **VS.** INTENTIONS

WHAT WILL YOU DO?

STABILITY/CHALLENGE (TRUST)

CONTROL VS. INFLUENCE

LEADERSHIP PHILOSOPHY

PRUNING + FERTILIZING

TIME & ATTENTION

RHYTHMS & PRACTICE



HERDING TIGERS



OUR LEGACY IS NOT THE WORK,
IT'S THE **PEOPLE**

HERDING
TIGERS

BE A LEADER
WHO MAKES
ECHOES

HERDING TIGERS

