HERDING TIGERS

INTERVIEW GUIDE

BOOK SUMMARY

Doing the work and leading the work are very different things. When you make the transition from maker to manager, you give ownership of projects to your team even though you could do them yourself better and faster. You're juggling expectations from your manager, who wants consistent, predictable output from an inherently unpredictable creative process. And you're managing the pushback from your team of brilliant, headstrong, and possibly overqualified creatives.

Leading talented, creative people requires a different skill set than the one many management books offer. As a consultant to creative companies, Todd Henry knows firsthand what prevents creative leaders from guiding their teams to success, and in Herding Tigers he provides a bold new blueprint to help you be the leader your team needs. Learn to lead by influence instead of control. Discover how to create a stable culture that empowers your team to take bold creative risks. And learn how to fight to protect the time, energy, and resources they need to do their best work.

Full of stories and practical advice, Herding Tigers will give you the confidence and the skills to foster an environment where clients, management, and employees have a product they can be proud of and a process that works.

TODD HENRY BIO

Todd Henry teaches leaders and organizations how to establish practices that lead to everyday brilliance. He is the author of four books (*The Accidental Creative, Die Empty, Louder Than Words, and Herding Tigers*) which have been translated into more than a dozen languages, and he speaks and consults across dozens of industries on creativity, leadership, and passion for work.

His book *Die Empty* was named by Amazon.com as one of the best books of 2013.

His latest book, *Herding Tigers*, is about how leaders can foster an environment in which creative people can thrive.

CHAPTER OUTLINE

INTRODUCTION: How To Draw Darth Vader
A primer on the definition of good creative leadership.

1: What Creative People Need
Creative people need two things more than anything else: stability and challenge.

2: Stop Doing The Work
To create stability, shift your mind-set from doing the work to leading the work.

3: They Broke It, You Bought It
To create freedom, shift your mind-set from control to influence and from personal to total accountability.

4: Level Up
To create stability, you need to distance yourself (a bit) from your team.

5: Lead Brilliance
To challenge your team, you need to help people see those aspects of their abilities to which they are blind.

6: Earn The Right
To provide stability, you must earn, manage, and strive to maintain your team's trust.

7: Prune Proactively
To create stability, you have to actively grow a healthy culture.

8: Stay On Target
To challenge your team, boldly and effectively channel its collective attention.

9: Defend Their Space
To create stability, manage your team's margin by aggressing protecting "white space".

10: Be The Muse
To challenge your team members, push them outside of their comfort zone.

11: Fight Well
To create stability, recognize that conflict isn't a bad thing. In fact, it's a sign of a healthy and productive team.

12: Be A Leader Worth Following
Your greatest impact comes not from the work you do — it comes from changing lives, including your own.

POSSIBLE QUESTIONS

1. Why don't traditional management methods always work when leading creative work (or highly creative people)? Why is it any different?

2. You argue that there are two things that leaders need to provide in order to create an environment in which creative people can thrive. What are they? (Stability + Challenge)

3. You spend a lot of time talking about the role of trust in leading creative people, which is not surprising to most experienced leaders, but you share a few ways that leaders can blow trust and not even realize they're doing it. What are they?

4. Let's tackle the bane of many people's existence: the corporate brainstorm. You say that instead of piling everyone into a room to generate ideas, you should break everyone up and let them do a lot of the initial work on their own. Why is this more effective?

5. You also talk about the need to protect the time and attention that creative people need to do their best work. What are some practical ways that leaders can do that?

6. In the final chapter you challenge people to be a leader worth following. What are a few ways that leaders can make sure they don't get sucked into the organizational swamp and lose what makes them unique and compelling to the people on their team?