Leading for The Long Run Through the Pandemic
The 3 Imperatives for Becoming A Great Leader

PRESENTED BY
Linda A. Hill
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Professor of Business Administration
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During Today’s Session

• All attendees will be in listen-only mode
• Technical issues? Log out and log back in.
• Session is being recorded
• Questions should be submitted using the Q&A panel
• Please complete the survey that will pop up at the end of the webinar

If you experience any technical difficulties in today’s session, please send a note through the Q&A panel.
WHERE CAN YOU DISCOVER something new?
Learning for the enterprise.

Your critical challenges.

One Harvard experience.

Your critical business problems

All levels of the organization

Multiple learning formats

Global reach
Innovation shapes our future

LEARNING EXPERIENCES

Adaptive Learning

Text Messaging

Peer to Peer

AR/VR

AI Coaching

Predictive Learning

Shorter Burst Learning

New Audio Formats
Introduction

Linda A. Hill
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Author, Being the Boss: The 3 Imperatives for Becoming a Great Leader, and Collective Genius: The Art and Practice of Leading Innovation
RAKESH M. SURI MD

Chief Executive Officer
Chief of Thoracic & Cardiovascular Surgery
Cleveland Clinic Abu Dhabi
THE THREE IMPERATIVES:
HOW ARE YOU SPENDING YOUR TIME?
MANAGING YOURSELF

• Are you creating a sense of mutual trust and caring?
• Do you have a sounding board, sparring partner or personal board of directors?
• Have you done succession planning?
• Do you need coaching on how to lead virtually?
• Are you taking care of yourself?
MICHAEL KU PHD

Vice President
Global Clinical Supply
Pfizer, Inc.
Digital and Physical Clinical Supply Chain

Digital Clinical Supply Chain:
- Forecast & Batch Record Creation
- Inventory Management and Distribution Planning
- Patient Dosing Cards
- Patient Diary

Physical Clinical Supply Chain:
- Manufacturing
- Release
- Preparation/Dispensing
- Treatment & Patients
- Labeling & Packaging
- Transportation & Depots

Processes:
- Protocol
- Batch Record Review
- IRT
- IP Handling Information
- Complete Study Report
PERFORMANCE & OPPORTUNITY GAPS

Where we are now

PERFORMANCE GAP

Value creator

We should

OPPORTUNITY GAP

Game changer

Where we are now

We could

Source: Adapted from Tushman & O’Rielly
WILLING: COMMUNITY

The Values:
- Bold Ambition
- Collaboration
- Responsibility
- Learning

The Rules of Engagement:
- Respect
- Trust
- Influence
- See the whole
- Question everything
- Be data-driven

Source: Collective Genius, Hill, Brandeau, Truelove, Lineback
ABLE: CAPABILITIES

Creative Abrasion:
The ability to generate marketplace of ideas through discourse and debate

Creative Agility:
The ability to test and experiment through quick pursuit, reflection, and adjustment

Creative Resolution:
The ability to make integrative decisions that combine disparate or even opposing ideas

Source: Collective Genius, Hill, Brandeau, Truelove, Lineback
MANAGING YOUR TEAM:
BUILD FOR AGILITY & RESILIENCE

• How will you make decisions and act with velocity (purpose + speed)?
  – Affirm a sense of shared purpose
  – Develop a new operating model & cadence
• How will you delegate authority?
  – Next Normal Task Force
• How will you gather intelligence?
• How will you help your team cope with continuous change?
  – How will you communicate (what, why & how)?
• How will you measure progress?
• How will you prepare for the next normal?
• Have you developed rules of engagement for working virtually?
NDIDI NWUNELI

Co-Founder
ACCE Foods
Co-Founder/Managing Director
Sahel Consulting Agriculture & Nutrition
BUILD OUT THE ECOSYSTEM

Source: Adapted from M. Arena and M. Uhl-Bien
MANAGING YOUR NETWORK: SYSTEMIC SOLUTIONS

• Who are your key internal & external stakeholders?
  – Are you aligned around purpose & priorities?
  – Cultivate & monitor relationships

• What can you do to proactively build out & support your ecosystem?

• Do you need to coordinate with your “traditional competitors?”

• How are you serving your community?
What have you discovered about your leadership?
What have you discovered about your leadership team?
What have you discovered about your culture & capabilities?
Have you unleashed nascent leadership?
Do you have trusting relationships with key stakeholders in your ecosystem?
Do you have the right people on your “Next Normal Task Force?”
  – Diversity of thought, including those not blinded by legacy or historical thinking
  – Thinking about “shoulds” and “coulds”
How can you accelerate digital transformation?
What are you doing to make sure you stay agile & resilient?
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, accountabilities and work processes?
• Have you agreed on interim metrics for measuring progress in the short-run and the long-run? Have you agreed on how you will measure success?
THE THREE IMPERATIVES:
HOW ARE YOU SPENDING YOUR TIME?
Questions

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Thank you!