

Being the BOSS

The 3 imperatives for becoming a great leader

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**Management is
difficult because
of its inherent
paradoxes.**

**Paradox 1 : You
are responsible
for what others
do.**

**Paradox 2 : To focus
on work, you must
focus on the people
doing the work.**

**Paradox 3 : You must
both develop your
people and evaluate
them.**

**Paradox 4 : You must
make your group a
cohesive unit without
losing sight of the
individuals in it.**

**Paradox 5 : To
manage your group,
you must manage the
larger context
beyond the group.**

**Paradox 6 : You
must focus on
today and
tomorrow.**

Paradox 7 : You must execute and innovate

**Paradox 8 : You
must sometimes do
harm in order to do
a greater good.**

The effective manager's 3 imperatives:

Manage Yourself

Manage your network

Manage your team

Managing yourself

**People want more
than a formal,
authority based
relationship with the
boss.**

**Formal authority
cannot generate
commitment, nor
create genuine
change.**

**Being a boss and being
a friend are
incompatible,
practically you cannot
be friends with all your
people equally.**

**Competence is the
first element of
getting people to
trust you.**

**Character is the
second element
of trust.**

**You have to be
emotionally steady
and dependable at
work.**

Managing your network

**You need influence
to make your team
effective.**

**You troubleshoot, act
as a information
conduit, negotiate
and protect your
group.**

**You cannot manage
without actively
engaging the
organization.**

**Organizations are
both rational and
social
institutions.**

**Organizations generate
conflict (that's not bad)
because of diversity,
interdependence and
scarce resources.**

**You should engage
the organization by
staying focused on
the good of the
enterprise.**

**Avoid being cynical
or being naïve.**

**Forming and using
networks takes time
and effort.**

**Don't forget your
boss, make the
most of this
important
relationship.**

**Do you see your boss
as coach and
developer or as an
evaluator and judge?**

**Are you meeting your
boss' expectations on
results, in keeping him
informed , and supporting
and being loyal.**

Manage your team.

**Define the future for
your team. It builds
commitment by
mixing work with
purpose.**

**Be clear about where
you are now, define
where you want to go
and identify how you
will get there.**

**Focus on
communication,
communication,
communication.**

Your team members need clarity about their roles, they need clarity on how the team does its work, and you need to make decisions in an open, systematic way.

**Team members
need clarity on how
to work together as
a team**

**You must protect
your team from the
weaknesses inherent
in all teams.**

Managing your daily work

**You need to ask
questions that
improve performance
and help people
learn.**

**Do you learn from
role models? Do
you seek mentors
or advisors?**

**Finally, show
courage as you go
through this
journey.**