“Team” Pimco
Harvard Business Review’s 2014 List of Top CEOs

The Best-Performing CEOs in the World
“Engineers excel at architectural thinking & logical problem solving.” James Citrin
Pendulum of Management Thought
The "Great Man" Theories
Situational Leadership
Management & Leadership

**Manager**
- Avoids conflict
- Maintains
- Reactive
- Being right
- Money
- Accepts
- Dictates
- Controls
- Makes rules
- Blames
- Organizes
- Instructs
- Delegates
- Enforces
- Results
- Plans

**Leader**
- Avoids risks
- Proactive
- Passionate
- Motivates
- Influences
- Inspires
- Facilitates
- Disrupts
- Changes
- Vision
- Risktaker
- Uses conflict
- Empowers
- Challenges
- Develops
- Asks why?
Which One Do You Want to Be?

Leader

Which One Are YOU?

Understanding the Difference Between MANAGEMENT and LEADERSHIP
The “Vision Thing”
Collaborative Leadership

Are You a Collaborative Leader?

How great CEOs keep their teams connected
by Herminia Ibarra and Morten T. Hansen
Authenticity is the Gold Standard
Peacetime CEO/Wartime CEO

- Peacetime CEO knows that proper protocol leads to winning. Wartime CEO violates protocol in order to win.
- Peacetime CEO focuses on the big picture and empowers her people to make detailed decisions. Wartime CEO cares about a speck of dust on a gnat’s ass if it interferes with the prime directive.
- Peacetime CEO strives to tolerate deviations from the plan when coupled with effort and creativity. Wartime CEO is completely intolerant.
- Peacetime CEO does not raise her voice. Wartime CEO rarely speaks in a normal tone.
- Peacetime CEO strives for broad based buy in. Wartime CEO neither indulges consensus-building nor tolerates disagreements.
- Peacetime CEO sets big, hairy audacious goals. Wartime CEO is too busy fighting the enemy to read management books written by consultants who have never managed a fruit stand.
- Peacetime CEO thinks of the competition as other ships in a big ocean that may never engage. Wartime CEO thinks the competition is sneaking into her house and trying to kidnap her children.
- Peacetime CEO knows what to do with a big advantage. Wartime CEO is paranoid.
- Peacetime CEO strives not to use profanity. Wartime CEO sometimes uses profanity purposefully.
Google

Sorry, no Managers allowed in the Culture Club.

Is ‘Holacracy’ Just Teaming in Disguise?

NETFLIX
Netflix Culture: Freedom & Responsibility
Seems Like Three Bad Options

1. Stay creative by staying small, but therefore have less impact
2. Avoid rules as you grow, and suffer chaos
3. Use process as you grow to drive efficient execution of current model, but cripple creativity, flexibility, and ability to thrive when your market eventually changes
Our Models are Changing
But, Archetypes Persist...
4 Managerial Roles
The Hungry Beast & the Ugly Baby
What Can We Do?
ACT LIKE A LEADER, THINK LIKE A LEADER

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