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# Leading for The Long Run Through the Pandemic

**The 3 Imperatives for  
Becoming A Great Leader**

**PRESENTED BY**

**Linda A. Hill**

Wallace Brett Donham

Professor of Business

Administration

Faculty Chair,

Leadership Initiative

Harvard Business School

# 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.



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**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**

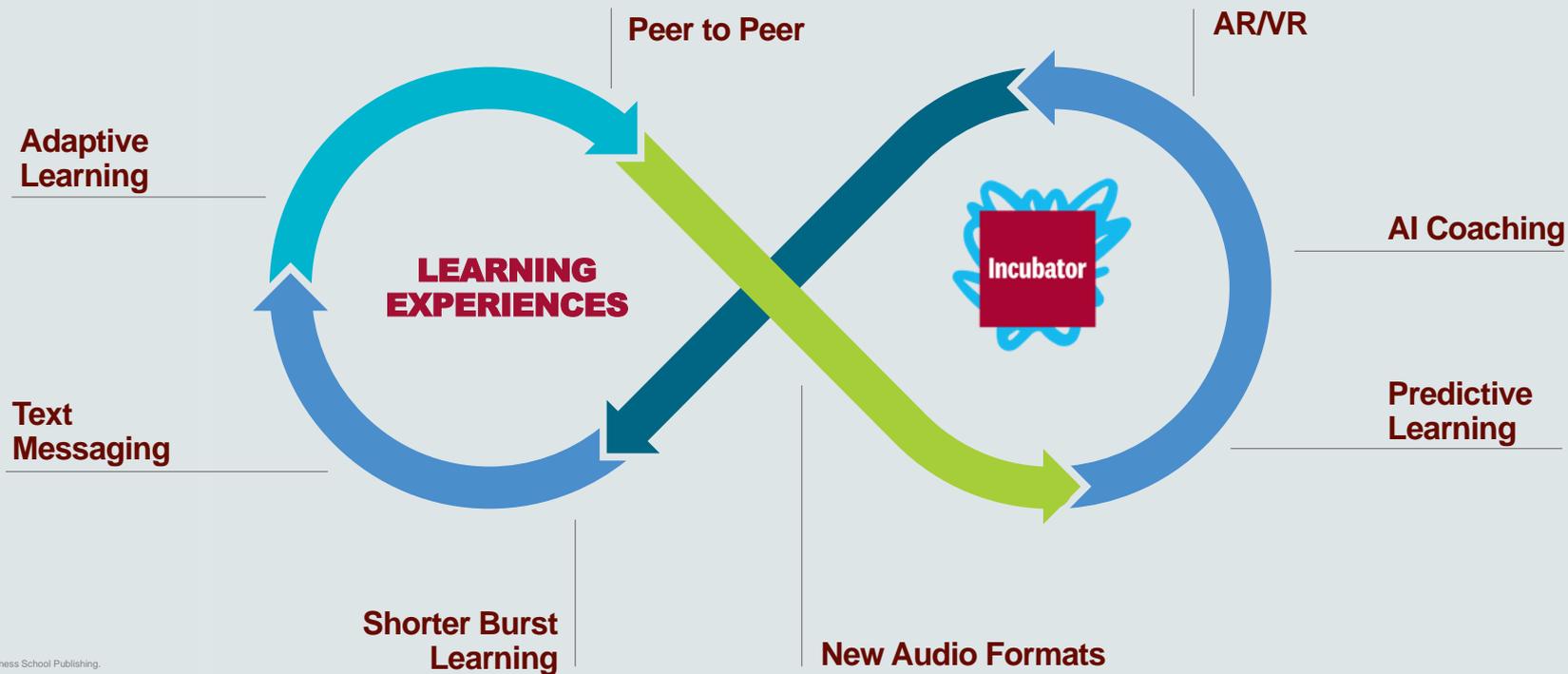


**Multiple  
learning formats**



**Global  
reach**

# Innovation shapes our future



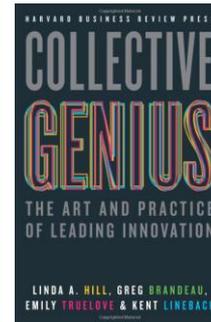
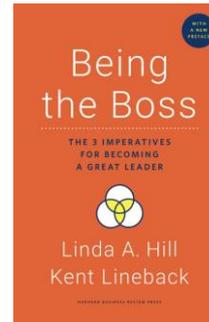
# Introduction



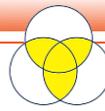
## Linda A. Hill

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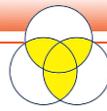
Author, *Being the Boss: The 3 Imperatives for Becoming a Great Leader*, and *Collective Genius: The Art and Practice of Leading Innovation*



## RAKESH M. SURI MD

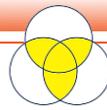


Chief Executive Officer  
Chief of Thoracic & Cardiovascular Surgery  
Cleveland Clinic Abu Dhabi



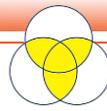
# THE THREE IMPERATIVES: HOW ARE YOU SPENDING YOUR TIME?





## 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?

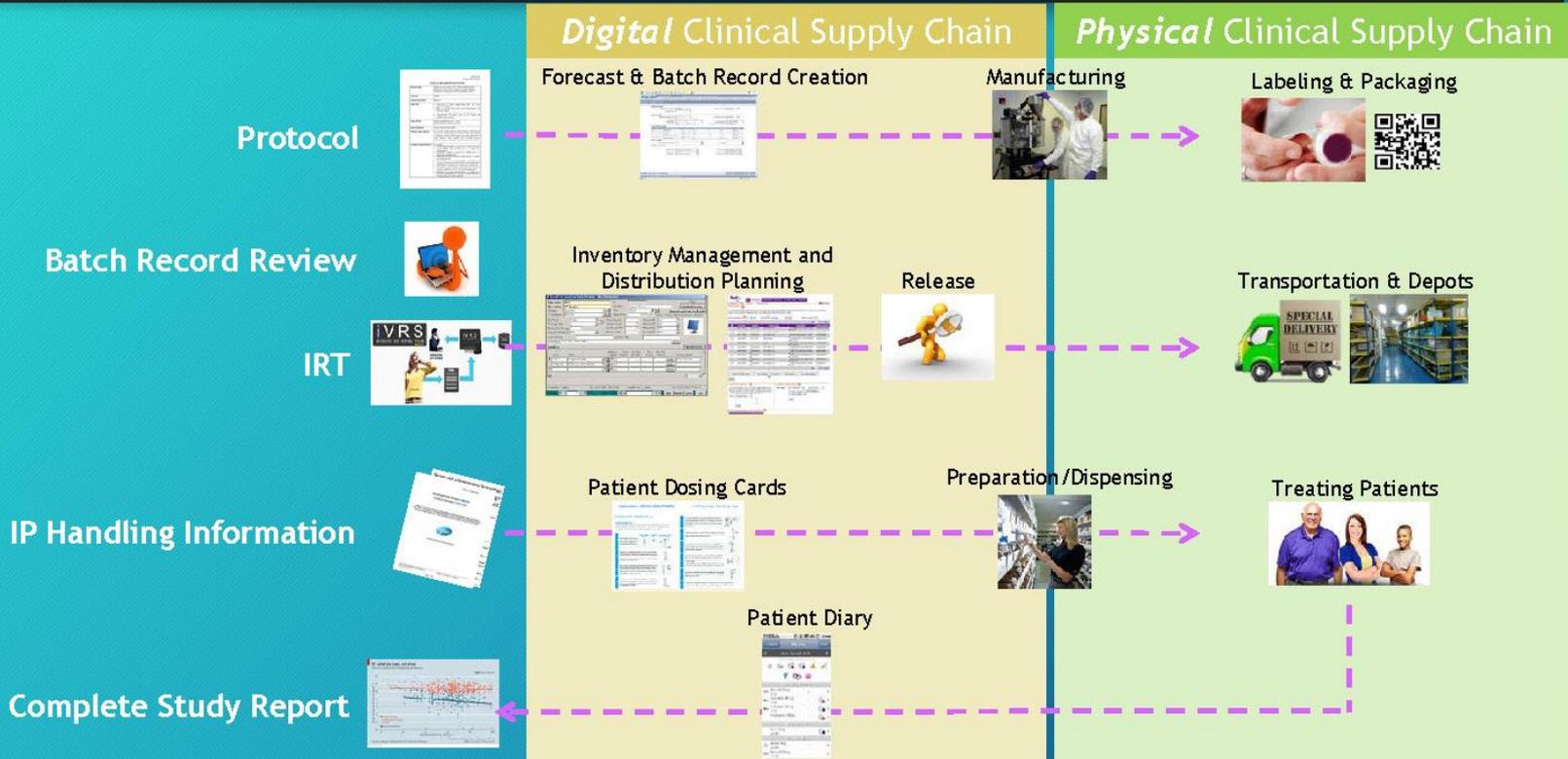


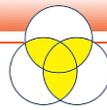
MICHAEL KU PHD



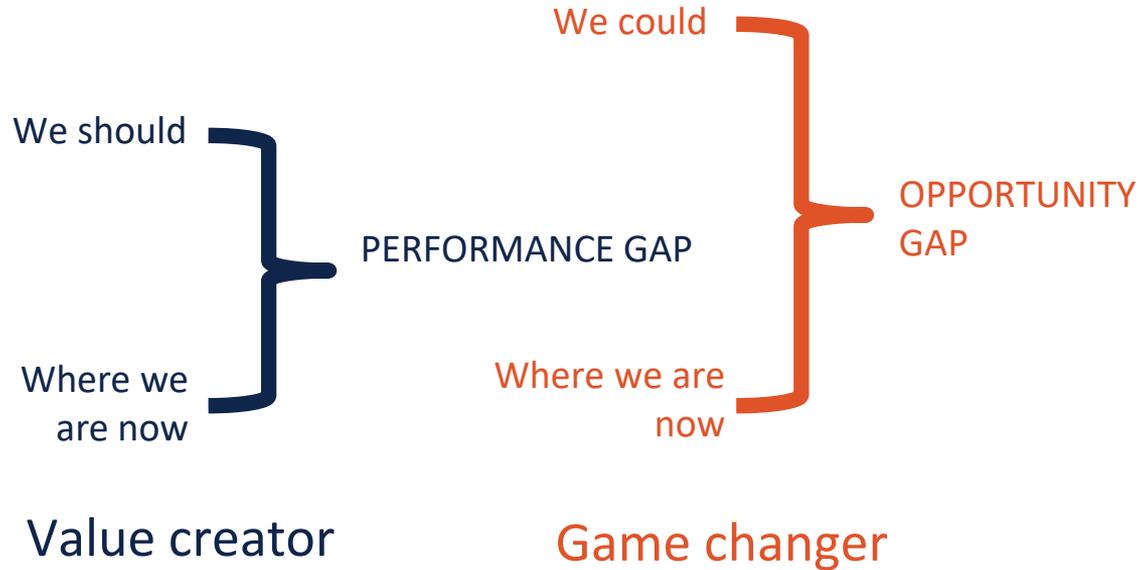
Vice President  
Global Clinical Supply  
Pfizer, Inc.

# Digital and Physical Clinical Supply Chain

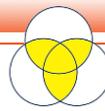




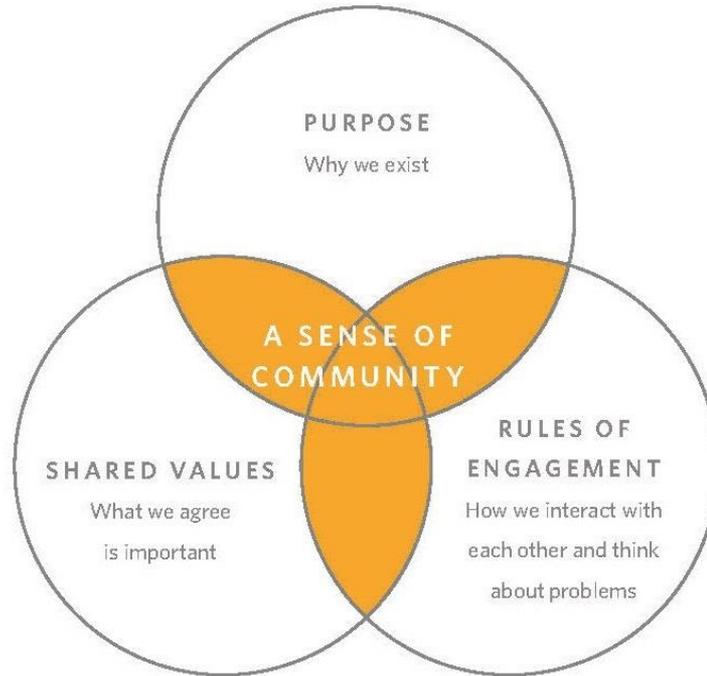
## PERFORMANCE & OPPORTUNITY GAPS



Source: Adapted from Tushman & O'Reilly



## WILLING: COMMUNITY



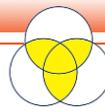
The Values:

- Bold Ambition
- Collaboration
- Responsibility
- Learning

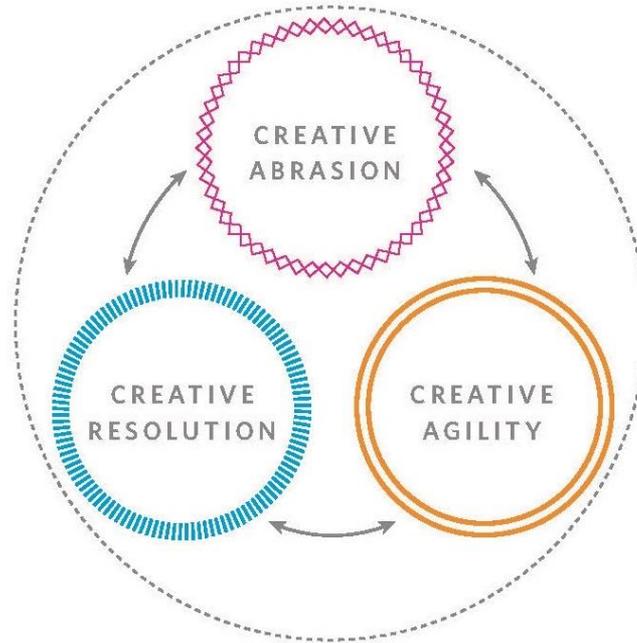
The Rules of Engagement:

- Respect
- Trust
- Influence
- See the whole
- Question everything
- Be data-driven

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



## ABLE: CAPABILITIES

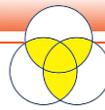


**Creative Abrasion:**  
The ability to generate marketplace of ideas through discourse and debate

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

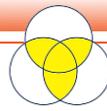
**Creative Resolution:**  
The ability to make integrative decisions that combine disparate or even opposing ideas

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



## MANAGING YOUR TEAM: BUILD FOR AGILITY & RESILIENCE

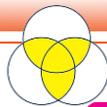
- How will you make decisions and act with velocity (purpose + speed)?
  - Affirm a sense of shared purpose
  - Develop a new operating model & cadence
- How will you delegate authority?
  - Next Normal Task Force
- How will you gather intelligence?
- How will you help your team cope with continuous 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?



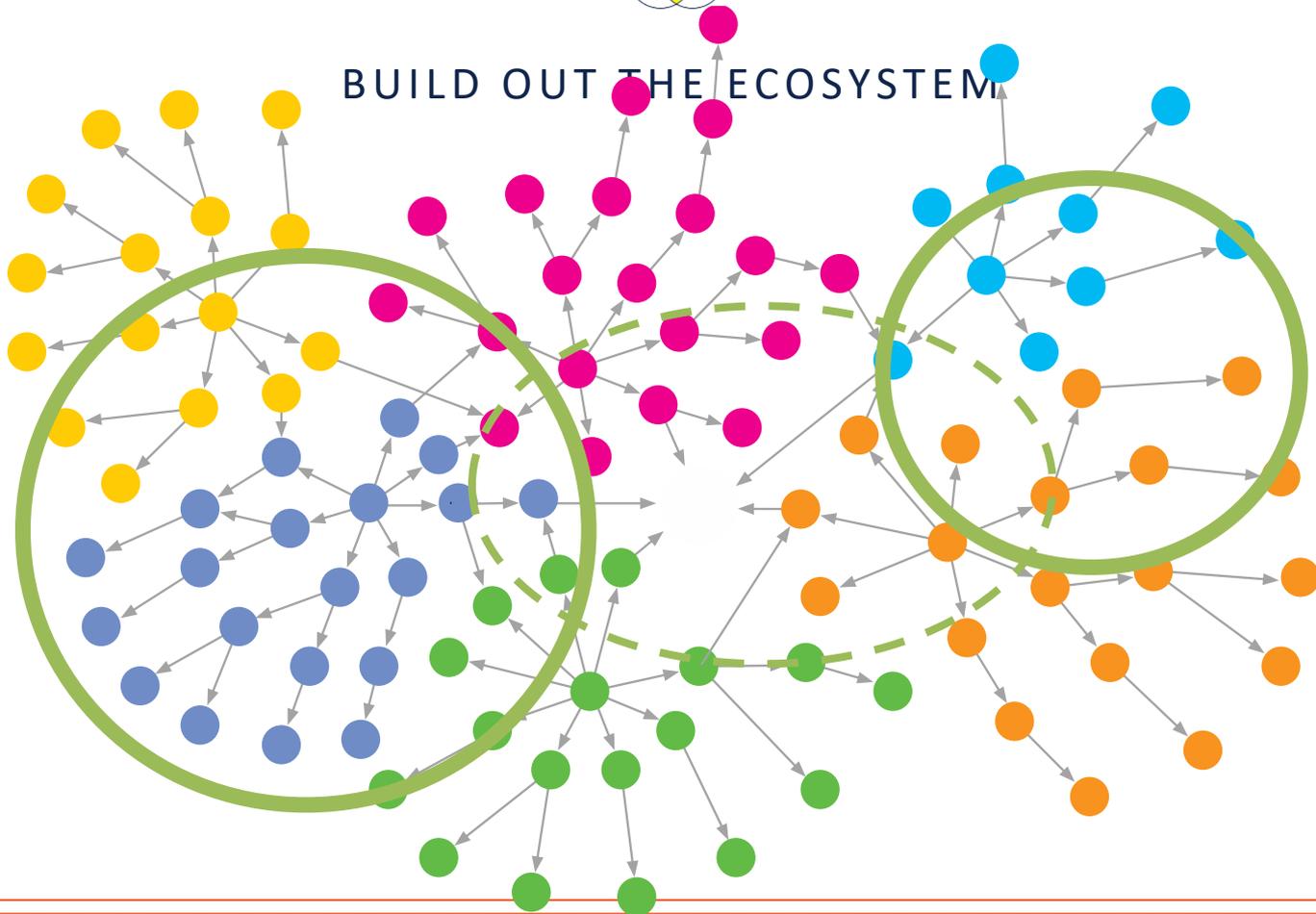
NDIDI NWUNELI



Co-Founder  
ACCE Foods  
Co-Founder/Managing Director  
Sahel Consulting Agriculture & Nutrition



# BUILD OUT THE ECOSYSTEM





# Tech & Innovations

Country  Focus Area



SOUTH AFRICA

### Pioneering Nutrient Recycling Industry

AgriProtein is leading a new industry called nutrient recycling. Using fly larvae fed on existing...



NIGERIA

### Digital Crowdfunding Platform

Growswel is an award-winning Financial Inclusion nonprofit AgTech startup connecting underserved smallholder farmers with lenders...



KENYA

### Digital Extension Service Providers

Sokopepe Limited is a social enterprise company that started on February 2014. It provides two...



TANZANIA

### Digital Sales and Marketing Services

Ninayo is a free network that provides sales and marketing services used by thousands of...



GHANA

### Digital Solutions and Services

Esoko provides innovative tools and services to organizations and individuals looking to make an impact...



GHANA

### Digital Value Chain Solutions

Agro Innova is an agritech company that focuses on using digital technologies to tackle problems...



KENYA

### Digital Marketplace for Smallholder Farmers

Tulaa provides smallholder farmers with quality agricultural inputs on credit and brokers the sale of...



TANZANIA

### Digital Agriculture Solutions and Services

Agrinfo strives to increase efficiency through the use of information technologies to collect and analyze...



KENYA

### Mobile Solar Powered Cold Rooms

Solar Freeze is an innovative system to help smallholder farmers effectively deal with post-harvest loss...



GHANA

### Digital Food Distribution Platform

Agrocentra was created to improve the agricultural value chain in Ghana by solving two critical...



SOUTH AFRICA

### Crowdfunding Mobile App

Livestock Wealth enables anyone to own real farm assets as they grow on a farm...



SOMALIA

### Crowdfunding Mobile App

Agrikaab is a mission-driven agrifood tech startup that enables investment in agriculture in East Africa...

## Upload Your Innovation

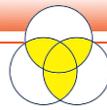
Primary Country \*

Focus Area \*

Innovation detail

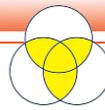
### Image of Founder or Business

Drop a file here or click to



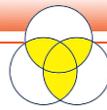
## MANAGING YOUR NETWORK: SYSTEMIC SOLUTIONS

- 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?



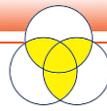
## NEXT NORMAL

- 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?



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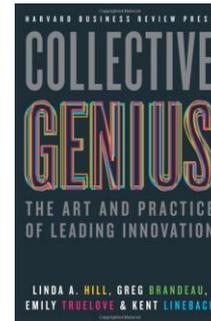
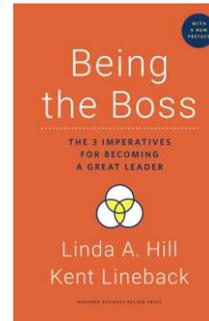


# Questions



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# Thank you!



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