Superbosses: How Exceptional Leaders Master the Flow of Talent

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The Talent Factories

McKinsey & Company

Google

IBM

Goldman Sachs

The Second City

Est. 1959

INDUSTRIAL
LIGHT & MAGIC
How did GE become a talent factory?

How did Google become a talent factory?

How did IBM become a talent factory?

By institutionalizing the Superboss Playbook
Superbosses Make Other People Better

- Tina Fey, *30 Rock*
- Larry David, *Seinfeld*
- Albert Brooks, *Looking for Comedy*
- Billy Crystal, *76th Academy of Awards*
- Adam Sandler, *The Waterboy*
- Mike Judge, *King of the Hill*
- Greg Daniels, *The Simpsons*
- Rich Blomquist, *Daily Show with Jon Stewart*
- John Bowman, *Murphy Brown*
- Vanessa Middleton, *Cosby*
- Dan Aykroyd, *Blues Brothers*
- Greg Daniels, *The Office*

All worked for Lorne Michaels, SNL
Superbosses Make Other People Better
Leading Executives in the Casual Restaurant Industry

- Richard Rivera, *CEO, Longhorn Steaks*
- Tim Gannon, *SVP, Outback*
- Rick Federico, *CEO, P. F. Chang’s*
- Wally Doolin, *CEO, Buca di Beppo*
- Others:
  - Mike Jenkins, *Vicorp*
  - Jeff Shearer, *Boston Market*
  - Bob Bashan, *Outback*
  - Hal Smith, *Chi-Chi’s*
  - George Biel, *Houston’s Restaurants*
  - Richard Frank, *Chuck E. Cheese*

*All worked for Norman Brinker*
Superbosses
Norman Brinker
Goodbye, Norman.

You had a presence that energized a room.
And now, even in your absence, reminders of you are everywhere...

In your favorite polo photograph, where your smile speaks volumes.
In restaurants across the world, whose leaders were once your protégés.
In our global company that bears your name.

You did much more than build successful businesses — you built up the people around you.
You captivated us with your humor, and humbled us with your wisdom.
Thank you, Norman, for serving us a great taste of life.

*Entrepreneur • Visionary • Mentor • Polo Hall of Famer • Olympic Athlete
Philanthropist • Celebrated Restaurateur • Husband • Father • Chairman Emeritus
• Our Beloved Leader and Friend •

Norman Brinker, 1931–2009

With much love and admiration from all 125,000 BrinkerHeads
The Superboss Playbook
Find Unusual Talent

• Personal involvement of leader in identifying talent
• Genuinely unusual talent
• Unafraid of great talent
• Even unconventional qualifications
• Willing to create the job for the right person
• Eccentric job interview techniques
Create a World of High Expectations

• Don’t ask, don’t get
• Raise the bar, for effort and performance
• Expect people to create something that never existed before.
• Expect people to win
• Reward the best people with even more responsibility
Inspire Your Team to Meet and Even Exceed Those Expectations

• You must be self-confident to give others confidence
• Calmness in the face of stress creates confidence in others
• Teach your team that they are the ones who set the standards
• Do you tell your team that they are the chosen ones?
• Publicly pronounce how good your people are

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Communicate a Powerful Vision

• What makes a vision powerful?
• Great communicators for the vision
• Great salesmen and saleswomen for the vision
• Powerful vision creates goal alignment
• Powerful vision energizes people:
  ✓ They work harder
  ✓ They do more than they otherwise even thought they could do.

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Unleash Creativity

• If you want innovation, be an innovator
• Take personal delight in the creativity of your people
• Agility – intellectual honesty – is a must
• Change is framed as an opportunity, not a threat
• Why hire great talent if you don’t release them to create value?
• The shark: always hungry for next opportunity

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The Apprentice

- Great leaders are masters at delegation
- Not micromanagement … but close
- Customize the experiences, don’t standardize
- Superbosses are teachers
- Break down artificial barriers that hold back your best talent
- The Cohort Effect

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Welcome to the World of Superbosses

SUPERBOSSES
How Exceptional Leaders Master the Flow of Talent
SYDNEY FINKELSTEIN

UNCONVENTIONAL HIRING
Spot unusually gifted people
- INTELLIGENT, CREATIVE & FLEXIBLE even if they lack experience or the “right” resume

BEND THE JOB to suit the talent

CHURN IS AN OPPORTUNITY

SUPERBOSSES build organizations & have the ability to SPOT, TRAIN & DEVELOP a future generation of LEADERS

GEORGE LUCAS

HANDS-ON LEADERSHIP STYLE

MASTER CRAFTSMAN like behavior

set HIGH expectations

KEEP IN TOUCH

COMPRESS LEARNING to speed up development

STAY CONNECTED
Next Steps:

• Check my website for more:
  
  www.superbosses.com

• Contact Sydney for help in “creating” high-potentials and instilling the superboss culture into your team and company:
  
  sydney.finkelstein@dartmouth.edu

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