



### Alasdair Cathcart

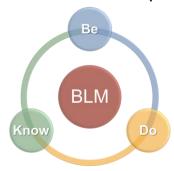
President, Oil, Gas & Chemicals, Bechtel

## What is leadership?

### Questions to Ponder: Leading versus managing?

- Does one size fit all?
- Is it about yourself, or about how you relate to others?
- Who do you learn it from?
- What is the recipe for success?
- How do I empower & not solve all the problems?
- How do I avoid 'top loop?'
- What about the 'tripping hazard' of eroding trust?
- Will bad news be elevated early?
- Any universal truths?
- Can I be a disruptive leader and "reverse the curse"?

## Behavioural Leadership Model



# Alasdair's takeaways, but it's your authentic leadership!

- Know self and team
  - How you treat people that can do nothing for you
  - Never miss an opportunity to demonstrate good leadership
  - o Recognize your behaviour is modeled
- Have direction; lead don't micromanage
  - o Walk around, be seen, but don't solve problems
  - Value diversity and be inclusive; engage the broader team
  - Make decisions; time is our enemy
- · Run to the fire
  - o Be where the action is; pressure makes diamonds
  - Move the unsaid to the said
  - o No excuses; fail fast
- Succession drives development
  - o Provide resources, develop and stretch people
  - Publicize succession plans; inform talent pools
  - o Utilize the 'umbrella' concept
- Be disruptive
  - Create the positive environment for people to succeed
  - Seamless execution; always what's best for the project
  - o Lead change, don't let it lead you