

Build or Buy?
**DO I HAVE THE
TEAM?**

**THE RED PILL EXECUTIVE
WORKBOOK**

CHAPTER 4



WORKBOOK INTRODUCTION

Now you know our secret... You know that there is a Red Pill way and a blue pill way. You might have had a feeling all along that something like this was true. Maybe you've butted up against blue pill thinking and wondered why it was so hard to drive projects that succeed by the "Iron Triangle" measures. Perhaps knowing that a Red Pill approach exists was novel and inspiring to you. Either way, after reading the book, the next question becomes, How do I navigate my own Red Pill journey? This workbook can serve as a guide, prompt valuable reflection, support your own and your team's Red Pill development, and drive Red Pill conversations and practices.

You'll find exercises and tools to help you think through Red Pill operations in relation to:

- Yourself
- Your Team
- Your Organization

Leverage the Workbook

Roll up your sleeves and dive into this work. This exercise will do very little if you skim over it. Think deeply, write down your thoughts, be brutally honest in your assessments, make Red Pill choices and learn from the results.

Make the workbook work for you. This chapter is part of a larger series, you can download the full workbook here: <https://www.thinkconsulting.com/wp-content/uploads/2021/06/Red-Pill-Full-Workbook.pdf>. The work is not meant to be completed sequentially. Use the tools in the order that makes sense for you, your starting point, and your journey.

Re-use the tools and exercises. This exercise can and should be used more than once. Assess and reassess over time. Use the completed exercise as a reference point to measure growth and adoption or as justification for making new choices.

Enlist others. Gain valuable insights by having colleagues, peers or subordinates complete part or all of a tool/exercise. Use the workbook to develop Red Pill thinking in others.

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To learn more about these concepts, review Chapter 4: Finding Red Pill Recruits.

*If you want to train good operations managers,
you have to empower them to take control.
-The Red Pill Executive*

Introduction

You've read about the four traits and the balance needed for a successful Red Pill PM. Let's take a look at your staff to determine:

1. If you have team members who could fulfill the role today,
2. If you have team members who may have the potential to fulfill the role, or
3. If you need to consider hiring new team members and the traits you are looking for in a candidate.

1

Who is your most promising direct report or current staff member to consider?

2

Rate him/her on the four traits (Operator, Focuser, Relator, Integrator) from your executive point of view. In particular, consider how you have seen him/her perform under pressure or stress. For each statement, assess how often the person operates as described:

- 1 - Rarely
- 2 - Occasionally
- 3 - Usually
- 4 - Always

Operator - This person shows a natural preference for completing tasks; if something makes his/her list, it will get done. S/he is a great planner and is naturally detail oriented—but can sometimes get bogged down in the small stuff.

1	2	3	4
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Focuser - This person shows a natural preference to lead teams and drives others to commit to getting the job done, no matter what obstacles stand in the way. However, this person can sometimes leave a swath of damage in his/her wake.

1	2	3	4
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Relater - This person is great at building personal relationships, which often provides additional motivation for support—but s/he can get so wrapped up in protecting relationships that large goals lose their focus.

1	2	3	4
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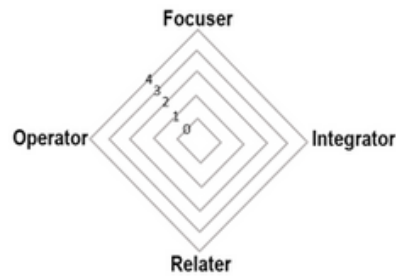
Integrator - This person is a natural brain stormer and problem solver with a never-ending supply of ideas—but s/he doesn't always follow through and is notoriously bad at managing time.

1	2	3	4
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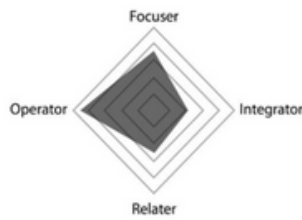
What distinguishes a promising Red Pill recruit isn't a particular personality style. It's a way of doing business. It's a combination of drive and how they relate to others.

3

Plot out graphically where you identified the candidate falls in the four traits of Step 2.



Example:



The BKPM Resting Zone leans toward the Operator with the other traits in lesser amounts. Operators tend to be detailed, accurate, organized, and methodical.

4

Finally, evaluate your plotted results. Does this person have the traits to be a Red Pill PM?

- Yes
- No

BKPM Resting Zone has definite boundaries. All Red Pill PMs are inside that area on the chart. Everyone outside is not Red Pill material. Not that they are bad. They are simply not ready-made to be a Red Pill recruit. If you find some that are close, they can, in many cases, be conditioned to operate within the zone. This takes time and specific effort, but can lead to dramatic increases in productivity.

Key Takeaway

Much of performance is a combination of nature and nurture. But in the case of a Red Pill PM, nurture (or training/coaching/development) can only take a candidate so far. If a candidate is somewhere near the BKPM Resting Zone, then with your nurturing, they can likely become Red Pill PMs. Be careful not to be swayed by individuals who demonstrate the key traits when all is going smoothly. Stress changes everything. If those traits are not natural tendencies, in the moments of greatest stress, the person will revert back to Blue Pill tendencies.

Another thing to be aware of is that as Red Pill operators climb into executive levels, they will begin to cover more and more of all axes. This is a simplistic view of how people prefer to operate, but can help identify operators and even those with executive potential.

EXERCISE CREATED BY:



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