

Perfect Fit Leadership

Helping imperfect people be perfectly suited for their role

A tailored professional development program
for leaders in the middle of the organization



Leadership is hard. Learning about it shouldn't be.

Managers need help leading their teams and taking care of themselves. Staff turnover, constant change, burnout, it's a tough time to be in management.

During the COVID pandemic, employee burnout has increased to over 50% of working people. One study found middle managers and women experiencing the most burnout.

Emerging leaders wonder, "How can I continue to build my team, when I need relief and support myself?"

Senior executives wonder, "How can we offer leadership development for our busy people that is supportive as well as challenging, and time-efficient?"

We have your answer. It's the Perfect Fit Leadership course.

"The course strikes a good balance between being supportive and being challenging. Hunter provides flexibility which makes balancing [the course and my work] more manageable." – Catalina Rios, financial planning & analysis manager

"I appreciate the flow of the course, with live sessions and homework assignments and challenges in between, to put the leadership ideas into action. I was able to use a key concept from the course with one of my peers that led to that person feeling supported." – Cathy Bingham, community services manager

"[Our managers] are showing up differently. More energy, more engaged, focused. Empowered." – Jay Priebe, chief operating officer

"Building trust and being a curious and humble leader is good for business." – Maria Gamboa, PhD, consultant

We provide leadership instruction, coaching, and a lively community of practice for teams of managers.

Our programs are shorter and simpler than most out there. Designed for the busy, pragmatic people who lead from the middle of their organizations.

We use zero jargon and focus on practical application. Hunter teaches with stories and informal but impactful visuals. It's a nice break from PowerPoint.

The course itself is adjusted to be a perfect fit. No course is exactly the same. We learn from each executive team the opportunities they see for growth in their middle managers. At the individual student level, each student sets their own growth goals for the course.

Course content

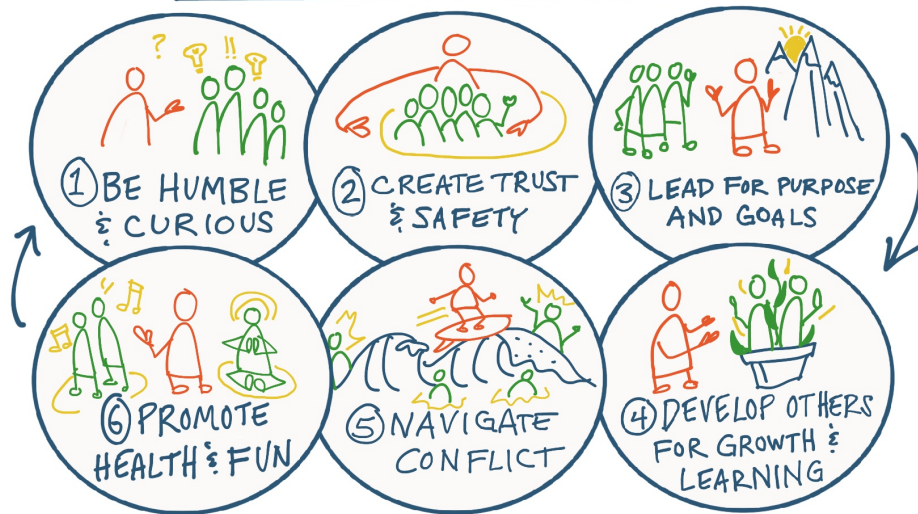
We weave together (sorry, another clothing-related pun) our two curricula:

- **Six Culture Builders for Team Leaders**, the relationship-based aspects of leadership (page 4)
- **Five Management Moves**, the basic functions and habits of team management (page 5)

Course structure and main activities (adapted as needed for each client)

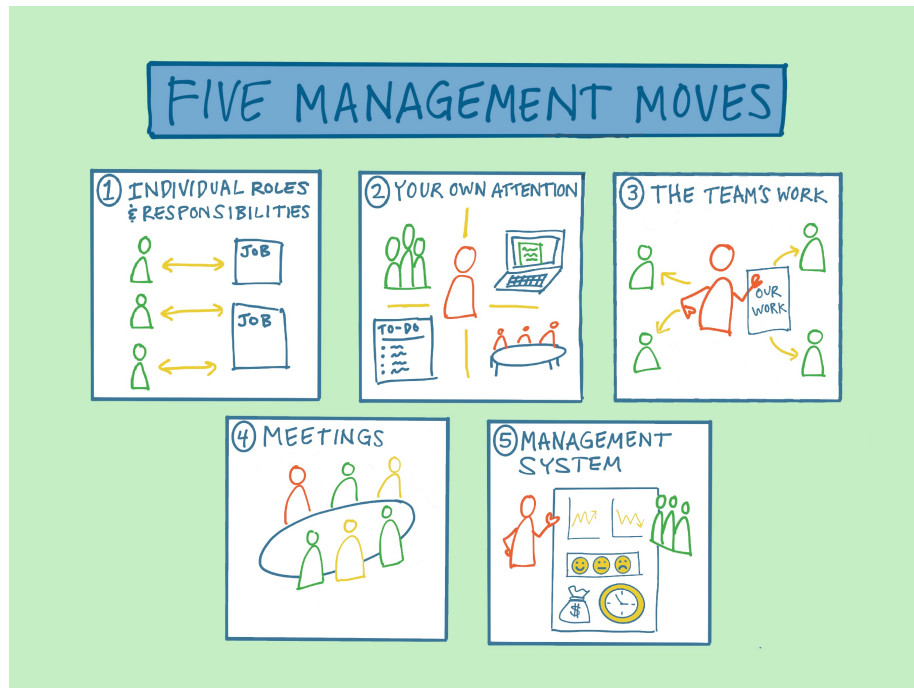
- An assessment tool of knowledge and current use of 20+ course topics
- Standard schedule, other options available: 12 live sessions, usually a mix of in-person half-day sessions and 80-minute virtual sessions
- *Short* reading and video assignments prior to each live session, to kickstart thinking, and discussion in our course website
- “Leadership Action” homework assignments, most of which are meant to be completed with students’ staff teams
- An online learning platform unique to each course cohort, with assignments, session calendar, and a discussion board
- Two refresher sessions following the 12 course sessions
- Optional: Hunter also offers individual coaching and group coaching, for leaders who want to move further faster on their leadership journey. We help with the selection criteria and process.

SIX CULTURE BUILDERS FOR TEAM LEADERS



Six Culture Builders

- 1. Be humble and curious.** This foundational value helps people understand systems theory and complexity, which make it impossible for any one person to have all the answers. This value, and the practical Leadership Actions activities throughout the course, encourage humble leadership, deep listening, and a structured approach to problem-solving.
- 2. Create trust and safety.** Psychological safety makes teams more resilient, reduces staff turnover, and facilitates an organization realizing its goals for inclusion and diversity.
- 3. Lead for purpose and goals.** The leader embodies the most important priorities of the organization, and helps everyone understand the importance of performance targets in the team.
- 4. Develop others for growth and learning.** A strong leader builds a strong team by understanding the strengths and goals of each person, and helps match each to the work to be done.
- 5. Navigate conflict.** Conflict is a part of life. When understood and managed wisely, with humility, conflict can be productive for performance, team cohesion, and new ideas.
- 6. Promote health and fun.** Even without an extended global health pandemic, work can lead to burnout. Managers need to take care of themselves, so they can take care of their teams. And, teams that have fun together are closer and healthier.



Five Management Moves

1. **Manage individual relationships.** This activity of management is about knowing the individual members of the team you supervise, including individual strengths and professional goals.
2. **Manage your own attention.** This is about the difficult transition from individual contributor to supervisor or manager, including letting go of tasks and taking time to work at the level of your team's bigger picture.
3. **Manage your team's work for results.** Successful managers know how to use delegation and build strong project or program teams to keep their teams moving with a minimum level of unproductive friction.
4. **Manage meetings.** With preparation and understanding of what makes a good meeting, supervisors can make meetings powerful, purposeful and easy.
5. **Use a management system.** Measurement and standard expectations can make people feel boxed-in and paranoid. Or, they can show us that we are part of a thoughtful learning machine. A good management system connects vision and mission to everyone's regular work, and uses frequent data to understand what's happening and how to improve. Hunter's background in process improvement and change management helps people see numbers as useful for learning in complex systems, and not about who is up and who is down in the bosses' eyes.

Making the ideas and activities stick

From senior executives to the students themselves, the most common complaint from professional development programs comes after they end: ***“That was great, but none of it lasted. We went back to doing things the way we used to do them, even when we didn’t want to.”***

How we help organizations and individuals achieve long-lasting benefits:

- **Program priorities meeting:** Before a course begins, Hunter joins an executive team meeting, to hear the organization’s opportunities, challenges, and leadership priorities. This context informs course design.
- **Content updates:** Executives receive summaries of course content and homework assignments as we go. This keeps them up to date in a quick and simple way, so they can encourage students to apply course ideas.
- **Availability for quick consultations:** Hunter is available to discuss the course content with execs as requested. (He offers this to all course students as well, throughout and following a course.)

About Hunter

Hunter Gatewood, MSW, LCSW, partners with organizations and individuals committed to improving team culture and team results. He specializes in supporting people who lead from the middle of organizations, as an instructor, coach, and thought partner.

Over fifteen-plus years, Hunter has helped more than 200 staff teams improve teamwork and performance. These teams, most of them in the complex and demanding world of health care, taught him that even though every team is unique, and every situation is unique, their challenges and steps toward solutions are not.

More information about courses, coaching, articles with Hunter’s trademark doodle art, and his work as a public speaker, can be found at a new site launching January 2022: www.huntergatewood.com

Hunter owns Signal Key Consulting. Clients include California Health Care Foundation, HealthForce Center at UCSF, School-Based Health Alliance, Golden Valley Health Centers, Inland Empire Health Plan, Center for Care Innovations, Royal Children’s Hospital (Melbourne, Australia), and Berkeley School of Public Health. Before starting Signal Key in 2013, Hunter served as the director of quality for the San Francisco Health Plan. Prior to that, he managed quality improvement initiatives for the California Health Care Safety Net Institute.

Hunter is a licensed clinical social worker. He worked in San Francisco in inpatient psychiatry and as a community-based case manager for patients with addiction, homelessness and multiple medical conditions.